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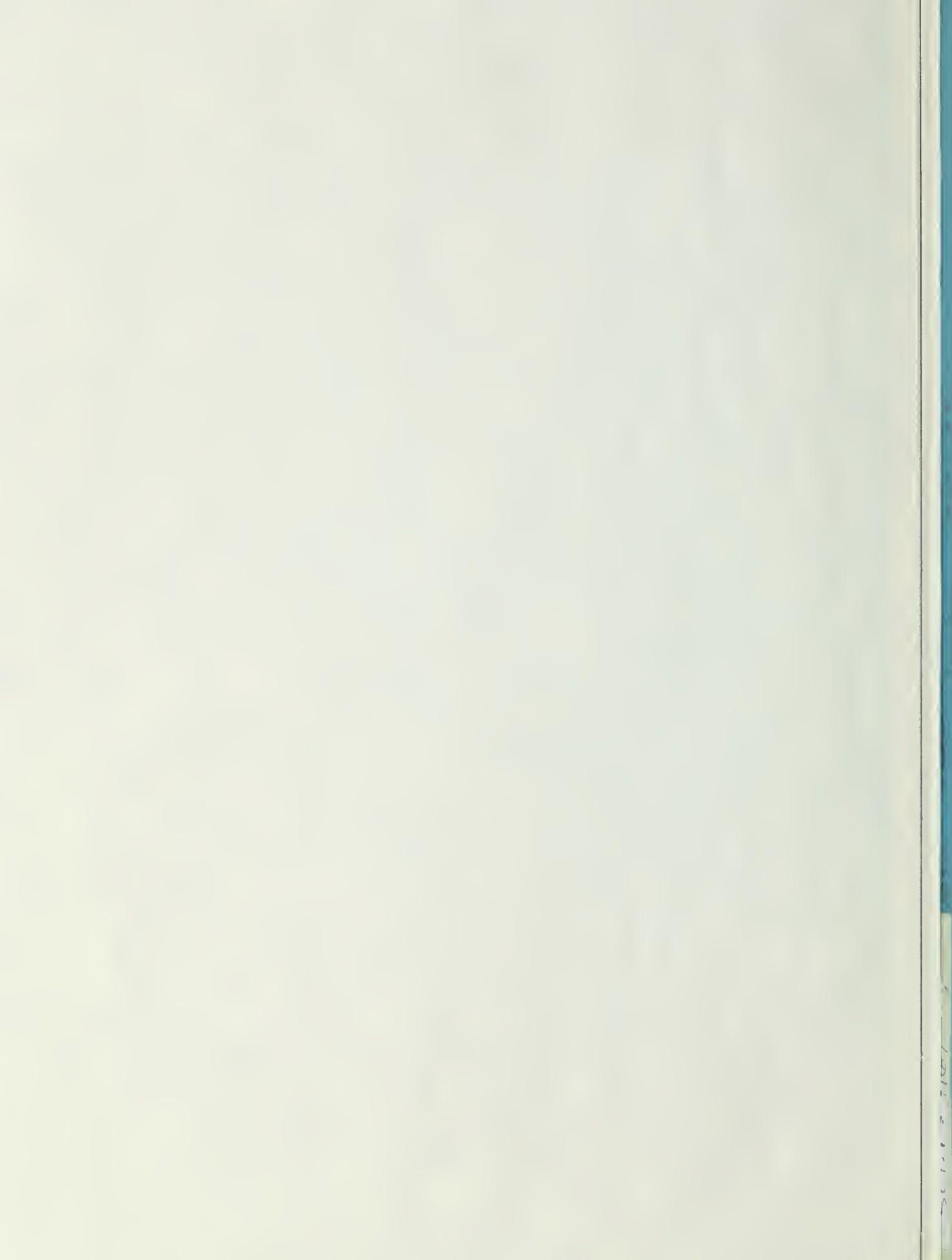


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ANNUAL REPORT MASSACHUSETTS 1967 STATE COLLEGES

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University of Massachusetts

*Boston, Bridgewater, Fitchburg, Framingham,
Lowell, North Adams, Salem, Westfield, Worcester,
Massachusetts College of Art, Massachusetts Maritime Academy*

BOARD OF TRUSTEES

Chairman	Kenneth R. Fox
Vice Chairman	Wilbur J. Bender*
Representative to Board of Higher Education	Mrs. Kenneth C. Spengler Joseph F. Alibrandi* William E. Aubuchon, Jr. Mrs. J. Girard Chandler Haskell C. Freedman, Esq. ¹ Capt. John S. Keating, U.S.N. (Ret.) ² Thomas D. O'Connor Robert J. Prochaska ³ Howard C. Smith ⁴ Mrs. Sol W. Weltman

*Resigned January 1968

¹Appointed March 1967 to replace Stuart Macmillan

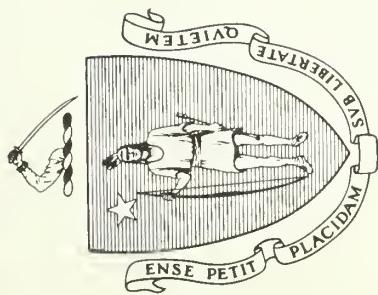
²Appointed March 1967 to replace Paul M. Fye

³Resigned March 1967

⁴Appointed May 1967 to replace Robert J. Prochaska

ADVISORY COMMISSION

Clarence Q. Berger, *Dean, Brandeis University*⁵
James J. Hammond, *President, State College at Fitchburg*
D. Justin McCarthy, *President, State College at Framingham*
Charles Pinderhughes, *Harvard University*⁶
Eugene A. Sullivan, *President, State College at Worcester*
⁵Resigned September 1967; not yet replaced
⁶Resigned March 1967; not yet replaced

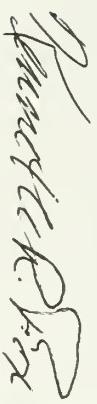


FROM THE CHAIRMAN

With this report, the Board of Trustees of State Colleges strongly reaffirms its dedication to the task entrusted to it by the Legislature two years ago: developing and strengthening the state college system for the benefit of *all* the young people in the Commonwealth. The state colleges are an integral part of the structure of public higher education, serving 40% of the students presently enrolled in Massachusetts' tax-supported institutions.

As the Board's second year of operation closes, we feel that this has been a year of significant progress both in terms of increasing the involvement of the faculty of the various colleges in organizing themselves and in fulfilling their appropriate role in the operation of the colleges. The Board also recognizes that progress has been made in the areas of policy development for faculty tenure, employment and promotion. Significant steps forward have been made in the development of long-range planning on a salary schedule for the state college system. Progress has also been made in the development of master plans for each of the state colleges. The Board is firmly committed to seeking every means possible to make progress on a wide variety of matters in furthering the growth and strengthening of our state college system in the years immediately ahead.

The first two years have not been easy. The problems encountered in reconciling the ambitions of some of our colleges with the needs of *all* of them have been aggravated by the lack of funds. However, we believe progress has been made. We are looking forward to a steady improvement in the quality of education, the facilities and the services at the state colleges. We are counting on increased support from the Legislature and the public for this important segment of public education.



KENNETH R. FOX, *Chairman*



MAJOR CHANGES IN PERSONNEL

At the start of the year, the Board appointed Andrew S. Flagg President at the State College at North Adams where he had been serving as Interim

President, and a Director for the Division of State Colleges, since John Gillespie had informed the Board of his retirement as of August 31, 1967. The following appointments were made on September 19, 1967:



FRANCIS X. GUINDON, *Director, Division of State Colleges*. B.A. Notre Dame, M.Ed. Bridgewater State College, Ph.D. Harvard, majoring in history and philosophy of education — Lt. Colonel, U.S.A.R. (active) — teaching and supervisory positions at Boston College, Suffolk University, State Colleges at Framingham and Lowell prior to joining the Division (1957) as assistant director — articles published in *Harvard Educational Review*, *Catholic Educational Review*, *Catholic School Journal*, *Focus America*, and *The Massachusetts Teacher* — active in educational committees throughout New England and various civic and educational groups in Concord where he now lives.



JAMES T. AMSLER, *Associate Director, Division of State Colleges*. B.A. Fitchburg State College, M.Ed. Harvard. Ph.D. (education) Boston University — Reading High School teacher before serving at Salem State College as Supervisor of student teachers, then as Chairman of the Department and Professor of Education, and Chairman of the Accreditation Committee — Past Chairman, Program Committee, Eastern States Association for Teacher Education — active in various North Shore scholarship committees, North Shore Mental Health Association, Board member North Shore Chapter for Cerebral Palsy — resident of Salem where he is President of the Chamber of Commerce.



ANDREW S. FLAGG, *President, State College at North Adams*. B.S.Ed. Massachusetts School of Art, M.Ed. State College at North Adams — teacher, supervisor, director art education in Stoneham prior to joining faculty at North Adams — successively Dean of Men, Director of Admissions, Dean of Faculty at North Adams — active in educational radio and television, author of numerous articles on art education — producer and moderator of radio programs "I Want to Know" and "Be an Artist."

FACULTY

The growth of the state colleges is apparent in the number of new faculty members appointed during this reporting period: a total of 270. Table I indicates new faculty, both by rank and by level of preparation. Table II indicates the numbers of retirements, resignations and deaths of faculty members during the same period.

TABLE I
NEW FACULTY, 1966-67

	BY RANK						BY PREPARATION			
	Instr.	Ass't.		Prof.	Total	Ph.D.	M.A.	M.A.	Master's	Bachelor's
		Prof.	Assoc.				+45	+30		
Boston	42	11	4	2	59	7	0	16	36	0
Bridgewater	5	5	3	0	23	3	2	5	13	0
Fitchburg	12	7	3	1	23	5	1	5	9	3
Framingham	11	1	0	0	12	0	1	8	3	0
Lowell	27	8	0	0	35	4	7	0	24	0
North Adams	2	1	0	0	9	1	0	4	4	0
Salem	25	16	4	1	46	8	0	14	24	0
Westfield	32*	8**	2	2	44	8	0	13	20	3
Worcester	5	5	2	0	12	1	1	5	5	0
Massachusetts College of Art	3	1	0	0	4	0	0	1	3	0
Massachusetts Maritime Academy	1	2	0	0	3	0	0	2	0	1***
Totals	179	66	19	6	270	37	12	73	141	7

*Includes two persons doing administrative work

**Includes one person doing administrative work

***Two professional engineers' licenses

TABLE II
FACULTY ATTRITION, 1966-67

	Total Faculty	Retirements	Resignations	Deaths	Total Attrition
Boston	238	0	15	0	15
Bridgewater	148	4	10	0	14
Fitchburg	125	3	11	0	14
Framingham	84	1	5	0	6
Lowell	93	0	14	0	14
North Adams	36	0	2	0	2
Salem	161	0	7	0	7
Westfield	98	1	8	0	9
Worcester	88	2	1	0	3
Massachusetts College of Art	39	0	0	0	2
Massachusetts Maritime Academy	23	0	0	1	1
Totals	1,133	13	73	1	87

THE BOARD'S COMMITTEES AT WORK

From its inception in 1966, the Board has operated through the extensive and dedicated work of its committees. The work of the Board can best be traced through the activities of these committees this past year.

Academic Programs. Mrs. Sol W. Weltman, Chairman.

The work of this committee this year was divided into four general categories:

1. Development of a set of academic goals for the colleges;
2. Adoption of a blueprint of new programs for the colleges for at least the next five years, especially for the guidance of the master planners;
3. An assessment of the academic strengths and weaknesses of the colleges as indicated by an analysis of faculty preparation and specialization;
4. Study and evaluation of specific new programs requested by the colleges.

As a result of its deliberations, the committee recommended approval of the following new programs:

Master of Arts — *Bridgewater*

Master of Music Education — *Lowell*

Master of Education — *Lowell*

Master of Arts in Teaching in English — *Salem*

Master of Arts in Teaching in History — *Salem*

Master of Arts in Teaching in Mathematics — *Salem*

In addition, the committee held in abeyance the matter of a baccalaureate nursing program at Salem, pending completion of a state-wide study of nursing education under the auspices of the Board of Higher Education. By the close of the reporting period, the committee was nearing completion of a list of new programs to be given tentative authorization for the next five-year period as a guide to the colleges and to the master planners.

Buildings and Grounds. *Joseph F. Alibrandi, Chairman.*

Foremost among several major problems with which this committee concerned itself this year was the development of master plans for each college, through the advice and counsel of the Board's executive master planner, Clifford Stewart, of Perry, Dean, Hepburn and Stewart.

The first phase of the master plans included an assessment of present facilities and land holdings, including utilities and roads at the colleges. Each master planner submitted, by the end of 1967, sketches and plans showing existing buildings and a wide variety of pertinent data giving the state colleges, for the first time, an accurate picture of their present land holdings and facilities. The second stage, to be developed during 1968, includes an analysis of proposed new programs and the effect of these new programs on the future growth of each campus. The culmination of the studies will be the delineation of those buildings and facilities needed to provide for students and programs to be housed on the campuses in the 1980's. It is anticipated that an additional appropriation will be necessary during 1968 to accomplish the completion of these plans.

In the development of the Fiscal 1968 Capital Outlay Program, top priority was given to the desperate needs of the Massachusetts Maritime Academy. The sum of \$3,924,000 was appropriated in the Fiscal 1968 Capital Outlay Bill for planning and construction of new facilities. These facilities, augmented by dormitories to be provided by the Massachusetts State College Building Authority, will provide, for the first time, a complete campus for the Academy.

In addition to the original \$6 million requested for the Massachusetts Maritime Academy, the Board filed a Capital Outlay Program of 13 additional projects to total an additional \$26

million. When the Capital Outlay Bill was finally enacted, the total appropriated for the state colleges was \$14,029,000. While this did not represent the highest total ever obtained by the state colleges, it did represent a higher total than the average obtained by these colleges over the past ten years. It did not, however, come even close to being proportionate to the numbers of students in the state colleges in comparison with the total numbers of students in all state institutions of higher education.

One of the Board's highest-priority items received no action by the General Court. This was the Board's request for funds to acquire property for the relocation of the Massachusetts College of Art. Next to the problems of the Maritime Academy, relocation of the College of Art is of highest concern.

At the end of this reporting period, three major buildings were under construction: the library building at the State College at Framingham, the administration-library-classroom complex at the State College at North Adams, and a new campus laboratory school at the State College at Westfield. A science and administration building at the Maritime Academy was virtually ready for occupancy. A student union auditorium building at the State College at Bridgewater was put out to bid, with the unhappy result that the bids were more than one million dollars over the appropriation. Shortly before the close of the reporting period, a second set of bids was received which, although still presenting a deficit, were close enough to the appropriation to allow this much needed facility to go forward. It was apparent from the buildings bid during 1967 that the costs of construction have risen sharply during the last year, thus providing additional fiscal problems for the projects now in the planning stage for future construction.

Finance. *William E. Aubuchon, Jr., Chairman.* This committee undertook to systematize the budgetary and fiscal operations of the colleges. Formulae were adopted as a means of equalizing support for students within the budgetary requests of each college. The Finance Committee's attempts to provide equal treatment for each student in the state colleges are aimed at developing greater acceptance of the college budgets by the personnel of the Budget Bureau and the Deputy Commissioner of Administration for Fiscal Affairs office. The committee feels that, if it can provide adequate justification for budgetary requests, the required financial support can be expected.

The Finance Committee reviewed and recommended approval of transfers within appropriation accounts in the budgeting of the colleges. The committee attempted to make sure that the autonomous powers granted to the Board were being properly exercised. The third activity of the committee was to analyze budget requests of the colleges. The committee recommended appointment of an Assistant Business Manager whose primary responsibility would be the complete analysis of budgets and budget requests so that the Board will get a clearer picture of the financial operations of the colleges.



Legislation. *Mrs. Kenneth C. Spengler, Chairman.*

This is the only committee which includes representatives of faculty, alumnae, presidents and trustees of the colleges. The committee served to review legislation and to recommend to the Board all actions to be taken on legislation pertaining to the state colleges and higher education in general. The Director of the Division of State Colleges presents the views of the Board at legislative hearings. A weekly legislative bulletin was prepared listing hearing dates and progress of bills and made available to Board members and college personnel.

The Board of Trustees filed the following petitions for the 1968 session of the General Court:

- S-215 a petition to raise the limitations on salaries of the college presidents
- H-1784 a petition authorizing Trustees to establish salaries of certain offices of the professional staff
- H-2182 a petition to change titles of state colleges (does not change nature of institution)
- H-243 a petition to amend the State College Building Authority to include an attendance requirement at meetings
 - a petition to increase the borrowing power of the Massachusetts State College Building Authority.

Student Relations. *Mrs. J. Girard Chandler, Chairman.* Initially established to open channels of communication between students and trustees, this committee moved quickly to a tri-part discussion with the presidents, deans and students on issues of vital concern to the entire academic community.

Issues presented to the Trustees from student leaders of each of the eleven colleges included views on: more responsibility for students, judiciary procedures for disciplinary problems, speakers on campus, use of student fees, communications from Trustees on plans for college developments, and representatives on faculty committees. Students were urged to strengthen student government associations and to begin discussions on the AAUW's Joint Statement on Student Rights and Freedoms. Twenty-two deans of men and women also met with the Trustees to discuss the many issues of deep concern to students today. The deans also expressed concern about their own roles, the need for more counseling services for students, long- and short-term goals for the state colleges, and more enriching experiences for students in extracurricular activities. The deans as well as the students desired clear policy statements on campus speakers and student-faculty judiciary procedures. A council of deans was organized and invitations were extended to the deans at the University of Massachusetts, Lowell Technical Institute, and Southern Massachusetts Technical Institute. The deans were also urged to review the Joint Statement on Student Rights and Freedoms and to make recommendations on the statement to the Board. The state college presidents met with the Board and submitted their views on the Joint Statement on Student Rights and Freedoms.

Student appeals to the Board during the past year indicated that judicial boards and procedures should be restructured. Also under review is the student activity fee structure and disbursement procedures.

The Committee feels that students requesting a voice in managing their lives and in contributing to their academic community are doing so in a very responsible manner. It must be noted also that the earnest cooperation of all groups indicates that policies pertaining to the aforementioned issues will be developed in the near future.

Ad Hoc Committee on Admissions. *Wilbur J. Bender, Chairman.* The formation of this committee followed completion of the study of state college admissions policies and procedures undertaken by the College Entrance Examination Board. This study was financed in part by the Board of Higher Education and in part by the CEEB. The Ad Hoc Committee reviewed the recommendations of the study and discussed it with admissions directors and presidents. At the close of the year, discussions were underway for implementation of the major recommendations of this study. Foremost among these was the establishment of a cooperative processing center which would provide much more statistical information concerning prospective candidates than is now possible. Other major recommendations included suggestions for the expansion of the admissions office in each college and improvement of information material sent to high schools and prospective students.

Ad Hoc Committee on Athletics. *Howard C. Smith, Chairman.* With a view to improving the athletic programs in each of the colleges, this committee was established in the autumn to examine intercollegiate and intramural programs now in existence and to recommend possible improvements and expansion. A comprehensive set of recommendations, specifically concerning development of a mandatory athletic fee, is now being studied and concerted action is expected to be taken to improve all the athletic programs this next year.

SPECIAL STUDIES AND PROJECTS

The state colleges participated in a number of special studies and projects during the year. Foremost among these was the College Entrance Examination Board study, to which previous reference has been made. In addition, the colleges provided data and other information for several studies under the auspices of the Board of Higher Education. These included the Metropolitan Area Study, the study of nursing education in the state, the study of library needs, and the study of oceanography and marine biology. These studies, when completed, will be of considerable value to future planning for the state colleges. Early in the year, a grant eventually amounting to \$12,000 from the National Defense Education Title XI Grant to the American Association of Colleges for Teacher Education for the education of disadvantaged youth, was received by the Division office. Through this grant, it was possible to assess what programs are presently underway in the colleges and also to do some additional planning as to how the facilities of the colleges and the talents of faculty and students can be used in providing programs for the disadvantaged. Although financing from this grant expired in July 1967, the activities begun are still being carried on by a statewide Committee on Urban Education which is representative of all of the state colleges.

MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY

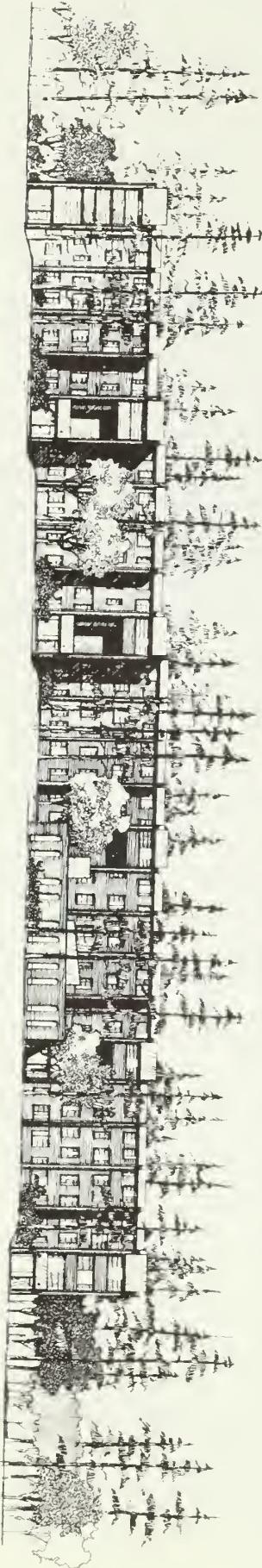
Established in 1963, the Massachusetts State College Building Authority finances and supervises college residential construction. All costs are liquidated through student rents, and legislative appropriations from taxes are not required.

Six hundred men and women students at Bridgewater occupied their new residence halls in September, 1967 as the Building Authority completed its third project. New residence halls for 600 students each were completed the previous year at Salem and Westfield. Under construction at Framingham is a 345-bed student residence to be ready for occupancy in September, 1968. The Board approved requests for 1,000 more residential spaces for students and notified the Authority to construct housing for the following: 300 students at Framingham, 300 students at the Maritime Academy, and 400 students at Fitchburg. These projects would absorb the Authority's borrowing power. With the

approval of the Trustees, the Building Authority proposes to seek a single bond issue for permanent financing of its first four projects. The Board has also filed legislation requesting extension of the Authority's borrowing power from \$30 million to \$60 million.

If student enrollment soars as expected, the state colleges will be required to make maximum use of all facilities to meet their responsibility for developing the state's vital human resources.

Housing, once considered merely shelter and comfort, is now regarded as an integral part of the educational process. The theory that an intellectual living environment is essential to student success at college has prompted the Board and the Building Authority to take a fresh look at student housing requirements. Consultants have been assigned to work with administration, teaching faculty and students at Fitchburg, for a start, in developing a program for a new type of residence. Planning such as this should produce a wide range of information on factors that influence learning; this could become the basis for sound decisions on future student housing plans.



MEN'S DORMITORY AND WOMEN'S DORMITORY
WESTFIELD STATE COLLEGE, WESTFIELD, MASS.
MASS. STATE COLLEGE BUILDING AUTHORITY
CLIFFORD DOUGLAS STEWART AND ASSOCIATES
ARCHITECTS BOSTON, MASSACHUSETTS

BOARD OF HIGHER EDUCATION

Chapter 572 of the Acts of 1965 established a Massachusetts Board of Higher Education "to plan and support orderly and feasible expansion . . . to approve plans for orderly growth . . . to review the annual budget and capital outlay requests of the public institutions of higher education, their segments, and public higher education as a whole." The state colleges are represented on this Board by an elected member from the Board of Trustees. The Advisory Commission to the Board also is represented by a president of one of the colleges.

With the appointment of Richard M. Millard, as Chancellor of the Board of Higher Education, on March 1, 1967, a series of studies was initiated and planning for public higher education took form. Of the first seven studies undertaken, six have great significance for the state college system. The study of teacher training and certification undertaken with the Advisory Council is of utmost importance to state colleges. Board of Higher Education studies include:

1. *Student financial aid.* Completed in 1967, the study recommends vastly expanded scholarship opportunities. Legislation providing for flexibility in awarding scholarships, student assistance matching funds, and Commonwealth grants has been filed and is being actively supported by the Board.

2. *Admission procedures for state colleges.* Completed in 1967, this study is now being reviewed by the colleges.
3. *Higher education in the greater Boston metropolitan area.*
4. *Commonwealth nursing needs.*
5. *Marine biology and oceanography.*
6. *Library resources and needs.*
7. *Dental needs.*

The Board of Higher Education approved the maintenance budgets for the state colleges, totalling \$39,141,462, and presented them to the Governor on November 1, 1967. In urging approval of the requested appropriations, the Board noted that: "no one of the institutions will be able to push ahead dramatically . . . but gains will be made in serving more students, in having a better faculty-student ratio, in having an adequate administrative staff . . . these are important and essential steps in the right direction."

The capital outlay recommendation for state colleges in March, 1967, for fiscal 1968, totalled \$17,069,000. The Governor's recommendation reduced this to \$10,206,000, a cut strongly protested by this Board. Final appropriations voted for the state college system totalled \$14,029,000 under Chapter 682 of the Acts of 1967.

APPROPRIATIONS

During the 1966-67 fiscal year, the state colleges received appropriations of approximately \$16.4 million for operating expenses. The appropriation for fiscal 1968 is \$21.4 million. While this represents a sizable increase over the previous year, it is a relatively low per capita appropriation for students within the state college system. (See Table III — Appropriations.) The Board is acutely aware of the absolute necessity to increase the fiscal support for students in the state colleges, and with this in mind, budgets for fiscal 1969 were filed in September, 1967, totalling \$39 million. It is hoped that major steps forward in the financing of the colleges will result from these submitted budgets.

GRANTS

A number of individual faculty members received research grants during the year. In addition, a sizable number of institutional grants were also received, detailed analysis of which appears in Table IV.

STUDENT BODY

Full-time day enrollment in the state colleges increased from 17,531 in October 1966 to 19,755 in October 1967, as shown in Table V. Figure A indicates past, present and projected enrollment. Figure B, a map of Massachusetts (see inside back cover), indicates the geographical distribution of students enrolled in the state colleges. It is apparent from both enrollment and application statistics, as well as from the geographical distribution, that the state colleges do, in fact, serve every corner of the Commonwealth. It is equally apparent that the state colleges are growing at an annual rate of approximately 15%. This indicates that massive new support for the state colleges is essential if we are to keep pace with the enrollment pressures.

The Board of Trustees granted 2,381 Bachelor's degrees and 1,158 Master's degrees in 1967.

TABLE III

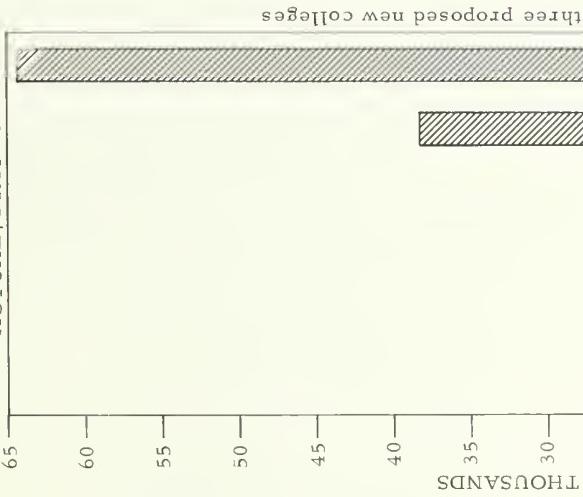
APPROPRIATIONS
(maintenance only)

Division		Fiscal Year	
		1967	1968
Boston		\$ 419,887*	\$ 467,900*
Bridgewater		2,880,833	3,573,730
Fitchburg		2,131,248	2,608,200
Framingham		1,690,643	2,181,987
Lowell		1,240,596	1,436,900
North Adams		1,141,371	1,482,852
Salem		562,325	842,760
Westfield		2,332,157	2,872,750
Worcester		1,320,090	1,630,625
Massachusetts College of Art		1,355,149	1,647,100
Massachusetts Maritime Academy		559,064	633,720
Totals		656,649	722,190
		\$16,290,012	\$20,100,714

*Includes books and data processing for colleges.

STUDENT ENROLLMENT
MASSACHUSETTS STATE COLLEGES

ACTUAL | PROJECTED



*Estimated total enrollment, including three proposed new colleges

TABLE IV
FEDERAL INSTITUTION GRANTS 1966-67

	Enrollment	NDEA Loans	Library	Educational Opportunity Grants	Work Study	Other	Construction	Total
Boston	3,979	\$ 73,499	—	\$ 3,250	\$ 65,286	\$ 15,008	—	\$ 157,043
Bridgewater	2,231	91,497	—	15,410	54,430	—	—	161,337
Fitchburg	1,581	29,525	\$13,479	6,160	14,303	63,881	—	127,348
Framingham	1,242	24,670	9,680	15,410	28,181	—	\$ 750,000	827,941
Lowell	1,303	23,887	5,000	7,710	21,470	—	—	58,067
North Adams	537	15,160	7,252	—	9,461	—	750,000	781,873
Salem	2,857	19,296	5,000	—	36,180	48,415	719,607	828,498
Westfield	1,472	34,286	5,000	15,410	54,180	—	—	108,876
Worcester	1,613	21,577	12,943	5,140	31,050	4,841	1,188,535	1,264,086
Massachusetts College of Art	507	4,300	—	5,210	—	—	—	9,510
Massachusetts Maritime Academy	209	—	—	—	—	277,900*	293,592	551,492
	17,531	\$337,697	\$58,354	\$73,700	\$314,541	\$410,045	\$3,681,734	\$4,876,071

*Includes normal Federal subsidy.

TABLE V
APPLICATIONS AND ENROLLMENT

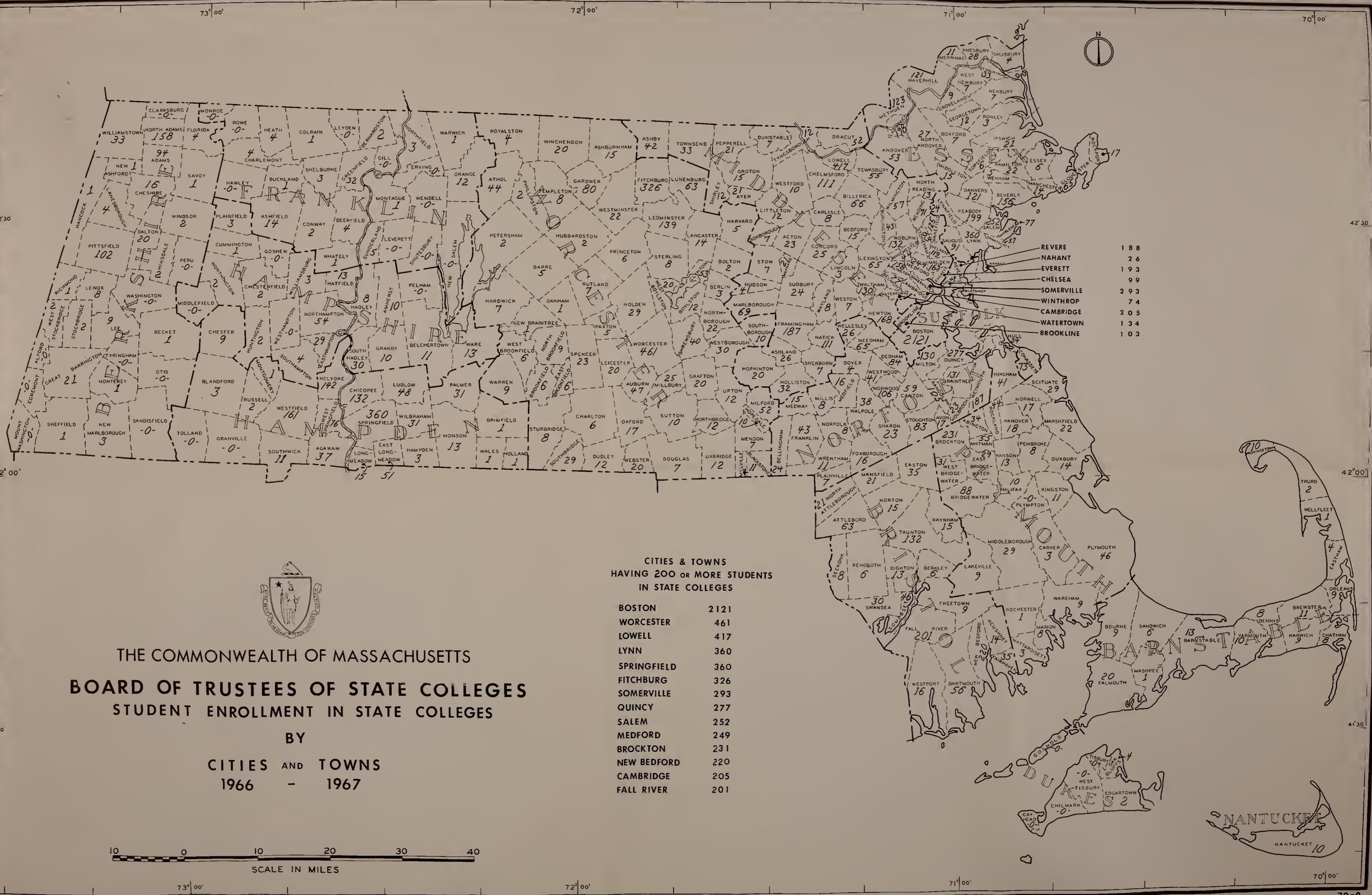
	Applications Received	Qualified Applicants	Freshmen Enrolled	Total Enrollment
Boston	1966 7,982	1966 6,371	1966 4,243	1966 1,100
Bridgewater	1967 2,679	1967 3,111	1967 2,309	1967 1,170
Fitchburg	1967 2,520	1967 2,658	1967 1,427	1967 763
Framingham	1967 1,761	1967 1,643	1967 1,222	1967 507
Lowell	1967 2,197	1967 1,953	1967 675	1967 413
North Adams	1967 718	1967 728	1967 489	1967 154
Salem	1967 4,003	1967 4,288 ²	1967 3,628	1967 803
Westfield	1967 1,642	1967 2,147	1967 1,362	1967 682
Worcester	1967 4,260	1967 4,265	1967 2,954	1967 3,104
Massachusetts College of Art	1967 888	1967 864	1967 340	1967 338
Massachusetts Maritime Academy	1967 275	1967 234	1967 153	1967 135
Total	1967 28,925	1967 28,262	1967 19,379	1967 18,610

¹Plus Day and Evening, total 2,026
²Freshmen Class of July, 1967
³Freshmen Class of July, 1967

SOURCE: Division of State Colleges

FIGURE A







Massachusetts State College System

Annual Report 1970-71

MASS.

MASS. SCI. I : 970-971

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OCT 10 1972

University of Massachusetts



The Board of Trustees of State Colleges, established by Chapter 73 of the Acts of 1965 of the Commonwealth of Massachusetts is an autonomous, governing and co-ordinating board. Members of the Board are appointed by the Governor for five-year terms.

Eleven institutions comprise the Massachusetts State College System. Established by and for the people of Massachusetts, these institutions offer undergraduate, graduate, and continuing education programs to approximately 68,000 students annually.

The Board of Trustees is entrusted with both the identification of needs of the State Colleges and the careful allocation of resources among them so that they can better serve the residents of the Commonwealth. Therefore, in the last analysis, it is the Trustees, acting as governors of the State Colleges, who determine final budget recommendations to the agencies of the Commonwealth; and it is the Board which is legally held accountable by the general public for the performance of the Colleges.

During the sixth year of its stewardship, the Board has continued to take those actions it deemed necessary and desirable to fulfill its duties and responsibilities.

On behalf of the Board of Trustees of State Colleges, I present its Annual Report for the year 1970-71.

John M. Cataldo
John M. Cataldo
Chairman
The Board of Trustees
of State Colleges

Building a State College System requires several special ingredients:

1. A Board of Trustees that perceives systemwide coordination to be fully as important as institutional governance; a Board that knows the delicate balance which must be maintained between institutional autonomy and institutional interdependence.

2. A professional Central Office staff capable of providing systemwide analyses designed to guide the Board on major policy questions, and of fashioning among the institutions a constructive spirit of cooperation and innovation; a staff that understands the sensitive relationships that must exist among faculty members, students, trustees, administrators, political leaders, and the general public.

3. Presidential leadership —both academic and administrative — at the institutions comprising the System; chief executive officers on the campuses who know the importance of shared governance in today's colleges; a recognition by all concerned that the campus is where the action is — and that the Trustees and Central Office staff exist to serve the needs of the colleges — rather than vice versa.

4. An information-gathering and reporting system that tells the story of enrollments, budgets, institutional profiles, admissions and curricular progress in meaningful terms; a matrix that helps to frame issues in a manner that enables the Trustees, with the help of the Central Office staff and the Presidents to shape sound policies.

5. A commitment by policy-makers to the primacy of academic planning; to the idea that program comes first, bricks and mortar second; a dedication by Trustees, Presidents and staff to colleges focused on the needs of students today and tomorrow rather than on those of yesterday.

The progress toward the development of a State College System in Massachusetts made during 1970-71, and reflected in this Annual Report, occurred because these critical ingredients were all present in good measure. Our special thanks go to the Trustees, the Central Office Staff, the Presidents in the System, the Governor and Lieutenant Governor, and to the members of the Great and General Court of the Commonwealth whose support through the years has moved the System forward.

Lawrence E. Dennis
Lawrence E. Dennis
Provost and Director
Massachusetts State
College System

Full Time Undergraduate
Enrollment, September 1970

0

During 1970-71, the Trustees continued their concerted effort to support the development of new academic areas while strengthening the existing programs offered at the State Colleges. Thirteen new undergraduate and graduate programs were approved for implementation in September 1971: B.A./B.S. Psychology (Fitchburg), B.S. Biology (Westfield), M.A.T. English (Fitchburg), M.A. History (Salem), M.S. Mathematics (Salem), M.A.T. Geography (Salem), M.S. Physical Education (Bridgewater), B.A. Philosophy (Lowell), B.A. Mathematics (Lowell), B.A. Art (Framingham), B.A. Geography (Framingham). This brought the total to over 150 undergraduate degree programs offered at the eleven colleges in the System in more than fifty distinct liberal arts and professional areas.

All proposals for new programs were carefully assessed in the light of the students' educational needs, the costs involved, the academic strengths of the college, the effects of the program on other colleges in the System and, indeed, on all public higher education in the Commonwealth. The Board encouraged cooperative endeavors between colleges in community action programs, joint faculty appointments, and programs of cross-registration. Such cooperation is educationally and financially beneficial to all students and colleges involved.

Boston State College



Bridgewater State College



Fitchburg State College



Framingham State College



Lowell State College



North Adams State College



Salem State College



Westfield State College



Worcester State College



Massachusetts College of Art



Massachusetts Maritime Academy

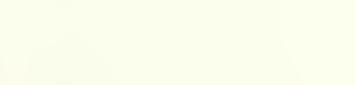


1,500

3,000

4,500

Students



5,445

3,303

2,928

2,171

2,188

1,257

4,395

2,210

2,749

804

252

Several institutions were visited by the National Council for Accreditation of Teacher Education (NCATE) and the New England Association of Colleges and Secondary School (NEACSS).

NCATE granted full accreditation to Fitchburg and Worcester. NEACSS granted full, ten year accreditation to Bridgewater as a liberal arts institution, five year accreditation to Worcester as a general purpose institution and ten year accreditation to Westfield as an undergraduate and graduate institution.

Several important academic reforms at the colleges were approved by the Board. Massachusetts College of Art introduced a new grading system: honors, pass, no credit. This new plan is being coupled with an active program of faculty-student advising, and is an essential element of the total individualized educational experience at a college of art where a high priority is placed on creativity. Worcester State College received national publicity for its leadership role in using the College Level Examination Program (CLEP).

The Board has assumed a posture of welcoming transfer students from all segments of higher education, particularly the Community Colleges. In addition to this new emphasis on transfer students, the Board approved other changes in admissions. A common application form for all eleven colleges in the System was developed and will be initiated in 1971-72. All applicants are required

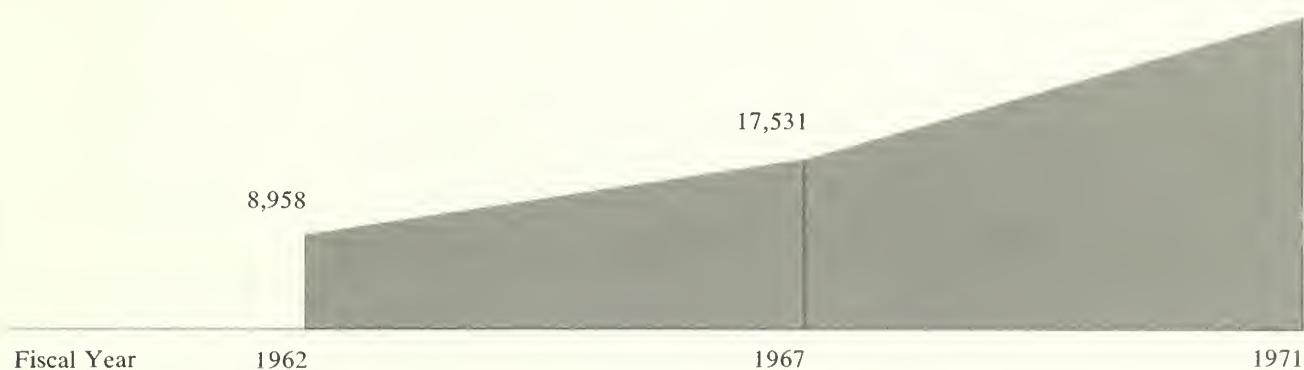
to file an application, send their high school transcript, take the College Board Scholastic Aptitude Test (SAT), three achievement tests, and fill out a Student Descriptive Questionnaire. These items will provide the data base of student information necessary for counseling and admissions decisions made by the colleges in future years.

The System received 28,427 freshman applications for admission and 6,162 applications from transfer students. Because of limitations on student spaces, only 14,213 of the former and 2,729 of the latter were offered admission. In June 1971, 4,639 Bachelor degrees were awarded.

Considerable thought was given by the Trustees to the educational goals and direction which the Massachusetts State College System is pursuing. The Board instructed the Central Office staff to prepare an academic master plan for the State College System as soon as the research and studies necessary for such a plan could be completed. Through studies made of student admission patterns and the colleges and majors to which students apply, the Board now knows the academic status, scale and composition of the students at each college by year and by major. Such studies will enable the Board to prepare a thoughtful, well-developed master plan designed to deal with both the educational needs of the State College students and the educational needs of the Commonwealth as a whole.

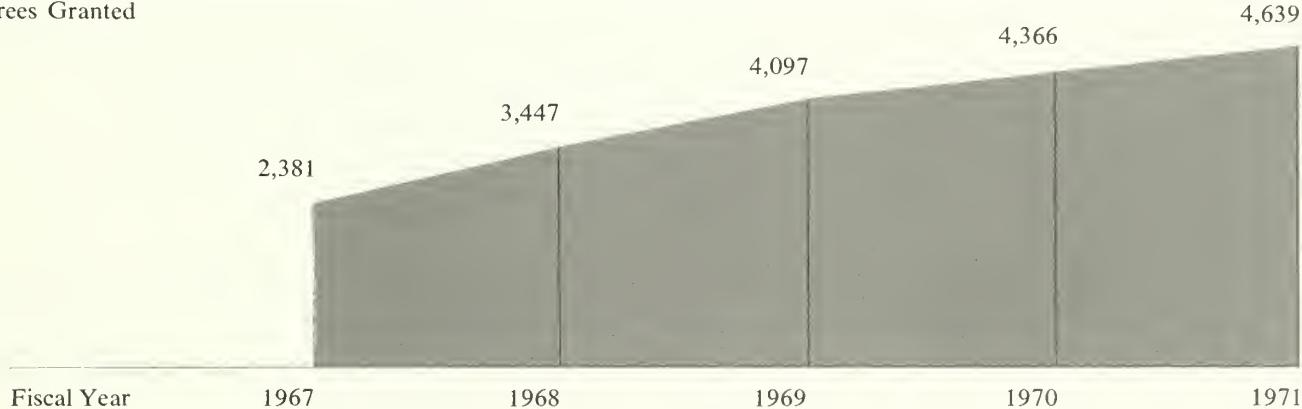
Total Undergraduate Enrollment

27,393



Bachelor Degrees Granted

4,639



Applications and Acceptances

3% Increase

Applications 34,589

35,285

Acceptances 16,937

17,523

2% Increase

Sept. 1970

Sept. 1971

In addition, to their full-time programs, nine institutions in the Massachusetts State College System offer undergraduate and graduate degrees on a part-time basis through a Program of Continuing Studies. Financed on a self-supporting basis, at no cost to the Commonwealth, the Program operated in 1970-71 under a statutory spending limit of \$2.7 million, scheduled to be raised to \$3.0 million in 1971-72.

Certain enrollees in Continuing Studies (e.g. veterans, cooperative teachers, and various categories of State employees) are entitled by statute to free tuition; in 1970-71 this number of students totalled 8,759.

Courses are offered through the Continuing Studies Program in the late afternoon and early evening of the fall and spring semesters. Classes are held daily in the summer for a six-week period.

Most colleges offer a B.A. or B.S. through the Continuing Studies Program. Last year 6,402 matriculated students were working toward their undergraduate degree. Some

11,605 matriculated graduate students were enrolled in masters degree programs (M.Ed., M.A.T., M.A., and M.S.). In 1970-71 the Board granted 1,362 masters degrees. The majority of these were to teachers who were continuing their liberal and professional education. However, the majority of all students enrolled in Continuing Studies (23,589) were not in degree programs and were taking courses chiefly for certification, professional improvement or personal interest.

In addition to the regular offerings in many different areas of education, Continuing Studies students could choose courses in such subjects as drugs control, ecology, black studies, data processing, vocational education, nursing, arts, school librarianship, collective bargaining and English-as-a-second-language. During Fiscal Year 1971, 2,422 courses were offered in the Program of Continuing Studies, 652 in the Summer, 832 in the Fall and 938 in the Spring. In addition, Boston and Salem offered 92 courses during their intercessions.

Student Life

Continuing the efforts to be responsive to the needs of the students in the State College System, the Trustees invited Student Advisory Commission members to meet with the various Standing Committees of the Board. In December 1970, Board members, Presidents of the State Colleges and Central Office staff participated in a student conference at Bridgewater to inform students about the function, duties, policies and procedures of the Board, the State College Building Authority, the Council of Presidents and the Office of the Provost.

The Trustees formulated guidelines which individual colleges could use in developing their own policies with respect to the use of alcoholic beverages on campus. Four colleges submitted their policies to the Board, and approval was extended to those from Bridgewater and Westfield.

In May, the Chairman of the Board appointed the Provost and six Trustees to an Ad Hoc Committee on Student Life to act as a fact-finding panel concerning the specific problems of governance at Westfield State College. This Committee held over ninety hours of taped interviews on the Westfield campus and at the Central Office of the Board of Trustees in Boston. Over 185 persons — students, faculty members, administrators, alumni and others — were interviewed to help the panel determine whether the six principles of governance adopted by the Board in July 1969 were effectively in practice at the College. The final report of this Ad Hoc Committee was accepted by the Trustees in the late Summer of 1971.

Estimated Expenses
for the School Year: \$1,782

Room and Board	\$927	52%
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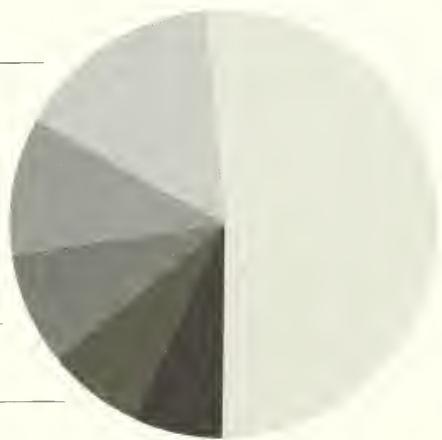
Transportation	\$250	14%
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Tuition	\$200	11%
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Clothing, Laundry, Cleaning, Recreation	\$175	10%
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Fees	\$130	7%
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Books and Supplies	\$100	6%
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During the year, administrators, faculty, and students in the State College System continued to participate in the formulation of personnel policies of the Board of Trustees.

Collective bargaining in the System accelerated. Active negotiation resumed in the Fall of 1970 between the Board of Trustees and the Faculty Federation at Boston State College, and negotiations soon followed with the Faculty Federations at Worcester State College and the Massachusetts College of Art. All three campus federations are affiliated with and represented by the American Federation of Teachers. The Board has emphasized the need for provisions in the collective bargaining contract that would insure a responsible and innovative system of college governance and has sought the union's cooperation in this endeavor.

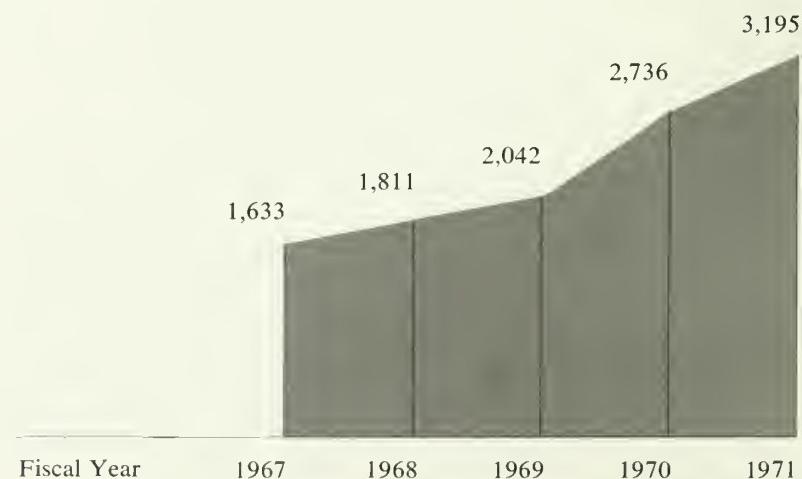
Many different types of faculty grievances were appealed to the Board. All such grievances were accorded a careful review and were either resolved or referred back to the campus for further discussion.

On May 13, 1971, the Board adopted a statement of Affirmative Action. This policy, the first of its kind in public higher education in the Commonwealth, commits the Central Office and the Colleges in the State College System to provide expanded opportunities for equal employment and enrollment to minority group members in the areas of:

- (1) recruiting and hiring of professionals, both faculty and non-faculty;
- (2) recruiting and hiring of non-professional employees;
- (3) recruiting and admitting students;
- (4) construction operations;
- (5) purchasing activities.

New policies on appointment, promotion and tenure were passed by the Trustees. The Board has continued to upgrade the qualifications of the professional teaching staff and has supported an increased remunerative scale consistent with such up-grading. Specific minimum qualifications for promotion were standardized; only under special circumstances can these minimum requirements for appointment and promotion of faculty members be waived by the Board. In addition, the Trustees developed a revised Table of Organization of professional administrative personnel at the Colleges within the System.

Total Positions 1967-1971



In the spring of 1971, the Board approved the formation of the Massachusetts State College System Athletic Conference whose purpose is to provide a uniform program of athletics for all State Colleges in the System. The Conference will sponsor championships in basketball, soccer, baseball, cross country, tennis, golf. Football, wrestling, track, hockey and gymnastics will be added in the future.

The Board began to investigate the feasibility of a comprehensive health and insurance plan for all students in the State College System. A study of health and insurance plans at each State College was completed and a State College System group insurance plan will be recommended in the coming year.

During the 1970-71 Fiscal Year, funds were provided for the planning and construction of physical

education facilities throughout the State College System. Physical education buildings entered the design stage at Salem and Westfield State Colleges and construction of others began at North Adams State College and the Massachusetts Maritime Academy. Several outdoor athletic fields were designed; these should soon be ready for construction at Bridgewater, Framingham, North Adams, Westfield, Worcester and the Maritime Academy.

Of special note is the unique cooperation between the cities of Framingham and Worcester and the State Colleges. In each case, land for athletic activities has been leased to Framingham State College and Worcester State College respectively, with the understanding that field facilities will be developed by the college for the mutual use and benefit of the city and college.

The Board of Trustees recognizes the imperative of having physical facilities built in time to accommodate the enormous growth of student enrollments projected for the near future. In 1970-71, a capital outlay program of \$22,233,000 for the State College System was approved by the Legislature and signed into law by the Governor. Funds were thus provided for the initiation of twenty-one new projects over a twelve-month period and for the completion of eight projects which passed from the planning to the construction phase.

Some two-thirds of the capital outlay appropriation (\$13 million) was allocated for three construction projects: (1) A Fine and Industrial Arts Building (Fitchburg); (2) A Home Economics and Science Building (Framingham); (3) A Physical Education-Student Union Building (North Adams). Almost \$3 million was allocated for the acquisition of land at eight colleges so that expansion could continue at the pace recommended by the physical facilities master plan.

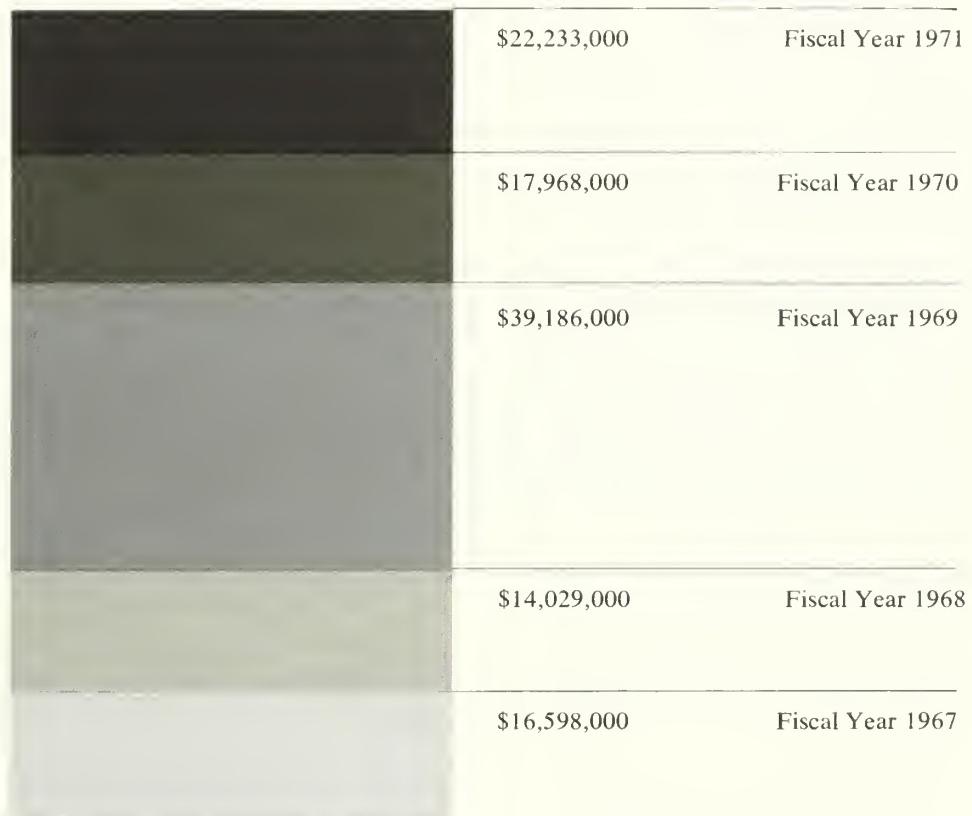
The remaining \$3 million was appropriated for the development of plans for two Student Union Buildings (Framingham and Worcester), a Music Building (Lowell), a Physical Education Building (Westfield), and a classroom building (Maritime Academy). Miscellaneous funds were also provided for repairs and additions at Fitchburg, Lowell, Salem and

Westfield State Colleges. In addition, the Board requested funds subsequently appropriated for the planning and construction of libraries, outdoor physical education fields and student union buildings for the State Colleges which did not yet have such facilities. Similarly, \$400,000 in equipment funds was provided so that the College of Art could adequately meet new professional demands in the contemporary art and design fields.

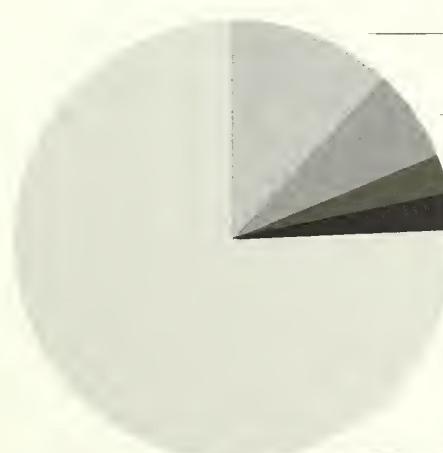
Throughout the year, the Board continued its search for a site for a new State College in the greater Boston area and for a new site for the Massachusetts College of Art. Prospective sites for both Colleges were located, and the necessary procedures are being followed for the acquisition of land by the Commonwealth.

In September 1970, there were eighty-seven active capital outlay projects, ranging from land acquisition through development of plans to construction. By June 1971, thirty of these projects had been completed, including several large projects: The Mary McKay Campus School (Fitchburg), the Fenway Building (Boston), Student Union Building (Bridgewater), Student-Union-Library Building (Westfield), and the Learning Resources Center (Worcester).

Cumulative Capital Outlay Appropriations



Appropriated Capital Outlay for Fiscal Year 1971



Four residence halls built by the Massachusetts State College Building Authority were occupied in 1970-71. Seven others, now in the process of construction, are scheduled for occupancy by September 1973. These eleven residence halls, located at eight of the eleven campuses in the State College System, provide accommodations for 4,550 persons, and account for nearly two-thirds of the residence accommodations in the entire State College System.

The buildings are multi-storied and are divided into suites or apartments of different sizes which, in turn, are grouped and identified as "houses." This concept uses limited land resources efficiently, affords occupants greater opportunity to associate with other students in small groups, and retains the advantages of being situated in close proximity to other buildings and activities on campus.

In the coming year, the Authority intends to study the feasibility of several new projects: parking, dining accommodations, and recreational functions. The extension of the Authority into supporting facilities other than residence halls could provide additional resources for the further development and enrichment of the State College System.

During the 1971 Legislative session, the Board of Trustees filed four bills. Two bills dealt with personnel: (1) to indemnify the professional staff of the State Colleges from damage claims; (2) to enable the employees of the Massachusetts State College Building Authority to be members of the State Retirement System.

The other two bills dealt with the State College Building Authority: (1) to authorize the Massachusetts State College Building Authority to lease property; (2) to allow the Massachusetts State College Building Authority to initiate one project by the turnkey method, systems building, or modular construction. In addition, the Board reviewed in January, all legislation which would affect State Colleges in particular and public higher education in general.

With the advent of the legislative year, the Board began actively to engage in securing funds for disadvantaged students in the State College System.* On another front, the Trustees hope to obtain full fiscal support for the present contracted, computerized admissions system; they plan, eventually, to set up an integrated management information system at the Central Office for the total State College System.

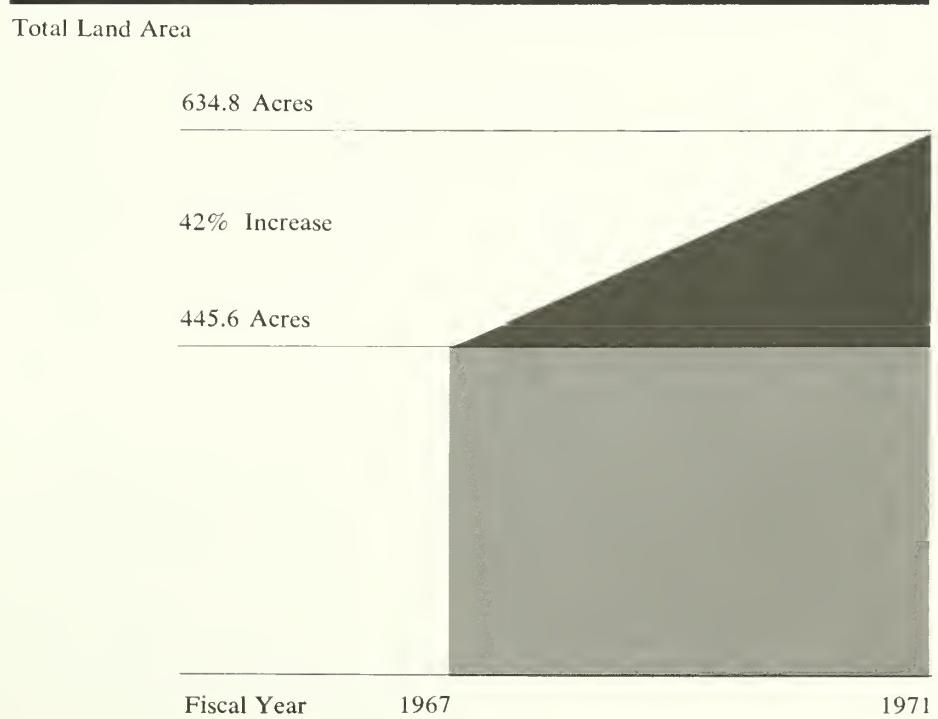
*\$250,000 was subsequently appropriated.

For Fiscal Year 1971, the Board requested \$59,672,678 so that the necessary faculty, academic programs, related activities and services could be provided to the approximately 27,000 students enrolled. The Legislature of the Commonwealth appropriated some \$37.8 million. This amounted to an appropriation of approximately \$1,400 for each student. Income from tuition, room and board, and other fees amounted to approximately \$7,800,000, reducing the actual cost to the Commonwealth to about \$1,100 for each full-time enrolled student. This amounts to an expenditure of slightly more than \$5.00 for each citizen of the Commonwealth.

The Fiscal Year 1971 Capital Outlay budget provided \$2,850,000 for the purchase of land. Over the preceding five years, there was a 52% increase in land purchased for expansion of the Massachusetts State College System. Total land area for the eleven colleges amounted to 635 acres in June 1971.

The budget also provided for 3,195 positions in the Massachusetts State College System, a five year increase of 96%. During this same period, student enrollments increased 56% and operating budgets increased 123%.

These figures indicate that the Commonwealth in 1970-71 made an increased financial commitment to the State College System. In spite of these expenditures, more funds will need to be appropriated so that the Trustees can provide the necessary faculty, programs and facilities for the increasing number of students applying for admission.



Appropriated Funds
Fiscal Years 1969,
1970 and 1971

	Operations*	Residence**	
Central Office	\$ 209,500	—	—
Library Book for colleges	200,000	—	—
Boston State College	4,069,563	—	\$ 75,00
Bridgewater State College	2,967,884	\$354,000	41,50
Fitchburg State College	2,440,674	257,900	49,00
Framingham State College	1,718,537	154,400	23,00
Lowell State College	1,759,686	39,100	26,00
North Adams State College	963,498	34,375	8,00
Salem State College	3,095,872	—	51,00
Westfield State College	1,879,665	67,800	31,50
Worcester State College	1,884,404	—	31,00
Massachusetts College of Art	648,631	—	8,20
Massachusetts Maritime Academy	734,114	—	—
 Totals	 \$22,572,028	 \$907,575	 \$344,

Notes:

1. In addition to annual \$200,000 for library books shown above, colleges receive funds for libraries from a) sums in the operating budgets of colleges b) allocations from the Board of Higher Education and c) from federal grants.
2. In addition to the amounts indicated above, \$691,155 was allocated in special appropriations to the State College System.

Fiscal Year 1970

Fiscal Year 1971

Matching State Funds***	Operations*	Residence**	Matching State Funds ***	Operations*	Residence**	Matching State Funds ***
—	\$ 269,995	—	—	\$ 392,073	—	—
—	200,000	—	—	200,000	—	—
\$ 75,000	4,755,925	—	\$ 75,000	6,412,157	—	\$ 75,000
41,500	3,377,596	\$398,500	41,500	4,419,700	\$ 455,400	41,500
49,000	2,736,025	263,400	49,000	3,616,141	317,501	49,000
23,000	2,013,628	141,000	23,000	2,771,250	154,450	23,000
26,000	2,140,890	49,600	26,000	2,821,880	57,300	26,000
8,000	1,242,200	34,600	8,000	1,747,018	40,250	8,000
51,000	3,607,677	—	51,000	4,928,100	—	51,000
31,500	2,207,450	81,900	31,500	2,921,540	92,900	31,500
31,000	2,381,720	—	31,000	3,241,163	—	31,000
8,460	800,300	—	8,460	1,173,314	—	8,900
—	767,150	—	—	1,019,900	—	—
\$344,460	\$26,500,556	\$969,000	\$344,460	\$35,664,236	\$1,117,801	\$344,900

*The Operations Column indicates all instructional and administrative appropriations including all faculty and administrative salaries as well as funds for supplies and equipment.

**The Residence Column indicates all funds appropriated for the operation of State owned dormitories.

***The Matching State Funds Column indicates student aid appropriations for matching federal student loan and work study programs.

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*As of July 1, 1971

High-rise dormitory at Fitchburg State
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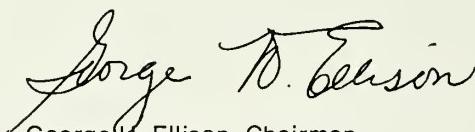
Report from the Chairman

The publication of the Massachusetts State College System Annual Report occasions a look backward to the dramatic progress made by the State College System and a look forward to the challenging opportunities within its grasp. Chancellor Hammond documents the most recent advances of the State Colleges in meeting the public demand for relevant and quality educational services. Those of us who have graduated from State Colleges are among the primary beneficiaries of these services. Numbered in the tens of thousands, we are proud of the impressive progress the Colleges have made to the point where they combine excellent facilities, prestigious and dedicated faculty, talented and industrious students and forward-looking administrators.

Having reached the end of a period of expansion, we continue to concentrate on maximum quality in programs and services. Existing facilities must be adapted to new uses. Students are coming with new needs, new abilities and new expectations. Faculty are developing new ways of sharing their knowledge and experience. Administrators are leading in new directions. And the Commonwealth is coming to rely increasingly upon the renewed vitality of the State Colleges.

The Chancellor's Report communicates a sense of the momentum driving these changes and invites deeper interest in the State Colleges among their various constituencies. The Report suggests that the reader as citizen, as academic colleague or as consumer comes to know more about the State College System and to share in its future. It substantiates and reaffirms the System's commitment to serve, directly or indirectly, the citizens of the Commonwealth, documenting how responsive the Colleges have been to the real educational requirements of individuals, communities, government agencies, professions, business and commercial enterprises.

I want to acknowledge the outstanding contribution made by my predecessor as Chairman, Walter H. Flinn, and by our fellow Trustees in supporting the interests of the State Colleges. Their dedication is to cultivate the most precious of our resources — persons who seek in public higher education an opportunity to achieve the fullness of their human potential.



George H. Ellison, Chairman
Board of Trustees of State Colleges



Report from the Chancellor

During the 1976-77 Academic Year, the Massachusetts State College System served its budgeted enrollment of 31,045 full-time equivalent students on ten campuses from Boston to the Berkshires. Eight of these ten Colleges continue to develop as comprehensive, general purpose institutions blending the arts and sciences with preparation for professional services. The trend has rapidly been accelerating away from the professional area of education, with only 21% of the students majoring in Elementary and Early Childhood Education, compared with 44% just six years ago.

This shift has been strongly toward such new professional careers as business management, food science, computer sciences, medical technology, nursing, law enforcement, social and human services, industrial science and marine engineering.

One or more of these general purpose institutions are within commuting distance of 95% of the population of the Commonwealth and 75% of the System's students do commute.

During the past year the Board of Higher Education approved undergraduate degree programs in Health Education at Worcester State, Social Work at Bridgewater State, Communications/Media at Fitchburg State and graduate programs in Speech Pathology and Audiology at Worcester State and Career/Occupational Education at Fitchburg State.

A primary emphasis during the past year and continuing into the future is the strengthening and improvement of General Education Programs and the expansion of Developmental Skills Services. In consonance with a national trend, the Board of Trustees gave these two areas the highest academic priority for development.

The Center for International Education at the Massachusetts Maritime Academy coordinated many international exchanges, including the education of 87 Japanese banking personnel and 250 State College students who spent a semester or a year abroad in 22 nations.

Collective bargaining agreements were successfully concluded with units representing faculty on the eight campuses where such units were recognized; with the Systemwide American Federation of State, County and Municipal Employees (AFSCME), representatives of classified personnel; and with the Professional Administrators Association of the National Association of Government Employees (NAGE). All agreements were finally funded by the end of the Fiscal Year.

Another priority concern for the State College System has been the continuing effort to find a permanent site for the new campus of the Massachusetts College of Art, a 1200-student institution preparing graduates for existing jobs in commercial, industrial and fashion design, among a number of other art-oriented careers. The System has culminated a 20-year search for such a campus, since the General Court has approved and the Governor has signed legislation authorizing \$6.8 million for provision of facilities for the College at the former Boston Naval Shipyard in Charlestown.

Higher Education is under considerable pressure to address the needs of sophisticated technological industries that are Massachusetts' special trademark. In a major move in this direction, Governor Dukakis announced in February, 1977, the establishment by the State College System of the Commonwealth Career Center.

Digital Equipment Corporation, a leader in its field, became the first firm to join the System in a special program to expand and improve computer education from the junior high level through college in order to help meet the growing demand for computer-trained personnel in this key Bay State growth industry. At the same time, Digital's Maynard operation became the first adjunct campus of the Massachusetts State College System, and Digital's own computer education program became eligible for college credit in the System.

The significance of the new development was best summed up by the Governor, who commented: "This new computer program is an important innovation for Massachusetts, not only because of its direct benefits, but also because it symbolizes what we hope will be increased cooperation between many of our growth industries and our educational institutions."

Since that announcement in 1977, numerous large companies and governmental organizations have made inquiries about the new Commonwealth Center. Digital, hopefully, is the first of many such fruitful alliances of industry and education. In this, as in many of the other professional services programs evolving in the System, the ten Massachusetts State Colleges are moving forward quickly to meet the requirements of the Bay State public.

The need is critical, since the System especially serves the lower and lower-middle income students across the state. The mean family income of students in the System was \$15,600, nearly \$4,000 less than the national average for similar institutions, with 35% coming from families earning less than \$12,000 a year.

Taken as a whole the Massachusetts State College System, which spans the entire State, offers a diversity of program offerings which would be available for undergraduates at few universities throughout the United States.

The State College System has a clearly defined mission of providing a thorough yet comprehensive 'grounding' in liberal arts and sciences integrated with study and experiences in selected professional careers preparing students upon graduation for entry into a wide range of professional services.

Personal fulfillment is the goal. Service is the dominant concept and current social/economic problems are the principal targets.



James J. Hammond, Chancellor
Massachusetts State College System

Academic Affairs

In the area of Academic Affairs the accent has been on the learning process, more than on new programs, following closely the pattern evident throughout the United States.

Developmental Skills and General Education

A virtual eruption has been occurring nationally, highlighting the quality of instruction and learning, particularly the acquisition of developmental skills and those general competencies which are the objective of general and liberal education. The decline in College Board SAT scores has alerted many to critical deficiencies in reading, writing and mathematical skills among large numbers of college-bound students. The same need is seen more dramatically in the actual performance of some students in the college setting.

Recognizing the need for attention to both the basic skills and to the greater range of skills leading to proficiency and mastery, the Board of Trustees, at its May, 1977 meeting, voted to establish as its highest academic priority the strengthening of General Education Programs and the expansion of Developmental Skills Services. This Board resolution followed a two-day workshop on Developmental Skills attended by several representatives from each College including the Academic Deans. The workshop concentrated on reading, writing, mathematics and study skills, and on the diagnosis, prescription, application and evaluation of progress in these areas.

The Central Office staff has conducted extensive research into current practices in the restructuring of General Education options and in the entire area of developmental skills. This material has been shared throughout the System, and an implementation schedule has been developed, calling for a systematic examination of testing instruments, the clarification of standards, the organization of leadership teams, the inventory of resources, the establishment of linkages with high schools, the development of a data base for a skills profile on each student, the provision of professional development opportunities for increased faculty involvement, and the evaluation of support services.

Of major importance during the last part of Fiscal Year 1977 was the increasing concern over the total area of developmental skills for all students throughout the System. It is the express intent of the Board of Trustees to monitor the implementation of all basic skills programs and to insure that any efforts in this direction also reflect the needs of students in the Alternatives for Individual Development (AID) programs and incorporate support for those programs in the maintenance budgets of the State Colleges.

Seven of the Colleges have pre-tested the class entering September, 1977 in reading, writing and/or math skills and have provided special courses, tutoring, modularized learning materials and other forms of support services. Fitchburg State has analyzed the learning styles of each

freshman by means of a system called Cognitive Mapping. Boston and Framingham State Colleges have been invited by the College Entrance Examination Board to join 18 other colleges and universities in the United States in a pilot application of the Descriptive Tests in Language Usage which diagnose language difficulties and assess student progress. The faculty participating in this experiment will have an opportunity to assist in the re-design of the test instruments before they become national standardized tests.

This year three of the Colleges have instituted unique General Education alternatives which integrate work in several disciplines with competency in essential skills. Each of these innovative programs makes maximum use of a "learning community" concept with shared faculty responsibility for the total learning experience.

At Fitchburg State College a program entitled "Man and Nature" integrates Physical Science, English, Philosophy, Music and Human Movement. The film series, *The Ascent of Man*, provides the thematic unity to the program.

Framingham State College is providing freshmen with strong interest in the physical sciences a multi-disciplinary sequence which integrates the Arts and Humanities.

At Salem State College an experimental sequence, Basic Skills in Communication, is offered. This unique program brings together academic work in English Composition, Western Civilization and Speech



Boston State College

State supported enrollment, full-time:	5,800
Continuing Education enrollment, part-time:	2,465 undergraduate 3,329 graduate
Full-time faculty:	282
Largest programs:	Management Law Enforcement
Degrees granted, 1977:	Bachelor's 1,006; Master's 515
Residence hall spaces:	No dormitories
Land area:	8 acres

Located in an urban environment, Boston State College offers career programs in Fire Science, Law Enforcement, Management, Metropolitan Studies and Nursing as well as a wide variety of liberal arts and sciences.

with extensive experience in Information Searching and Media Communication.

Among the tasks which will require concentrated attention for the Academic Year 1977-78, in order to accomplish the goals of enriching and expanding General Education options and developmental skills are the following:

- The establishment of working relationships with high schools to foster more effective skills development.
- The evaluation of student progress and of skills program effectiveness.
- The creation of a systematic implementation procedure for developing individualized skills profiles and individualized learning strategies.
- The training of faculty for new roles in skills development.
- The further definition of the generic competencies which are the objectives of General and Liberal Education Programs.
- The evaluation of the System's experimental General Education options.

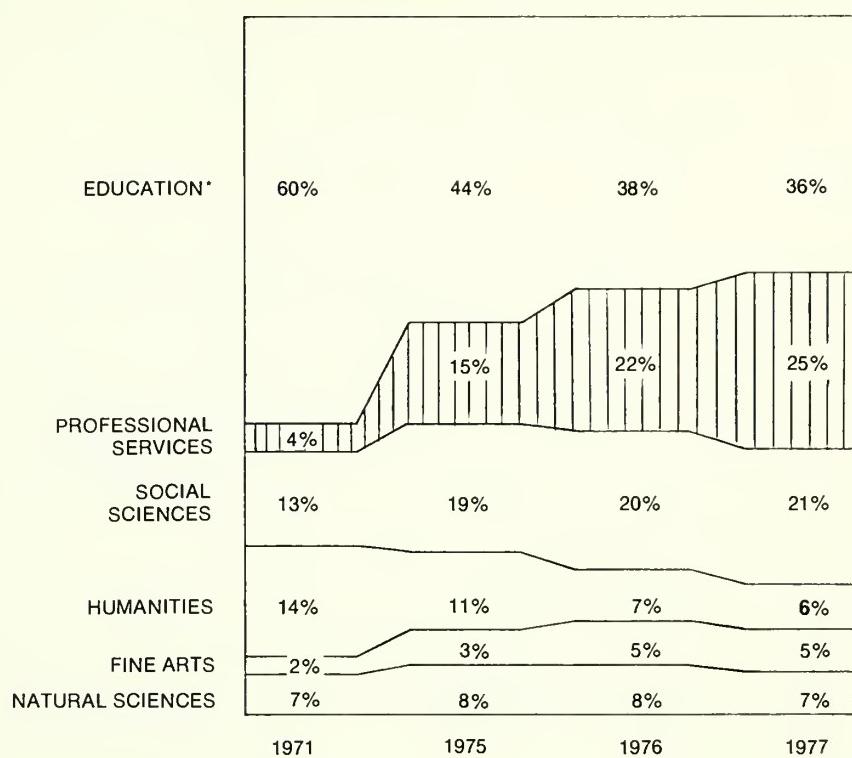
Shifting Program Emphases

The steady decline in the percentage of graduates majoring in teacher education over a six-year period shows a decrease from 60% in 1971 to 36% in 1977, a drop of 24% in the past 6 years. Enrollments remained steady this past year in education areas still in demand such as Art Education, Business Education, Home Economics, Industrial Arts, Physical Education and Recreation, Special Education and Vocational Education.

Growth in other professional services programs has been remarkable. During this same 1971-1977 period the percentage of graduates in professional services such as health services, social services, management services, maritime services, public services and technological services has increased from 4% to 25%. This growth area of professional services contains the clusters of occupations in which the State Colleges will continue to fulfill their mission of meeting a number of the needs of the Commonwealth and of its citizens.

This shift of program emphases is demonstrated on the graph shown on this page.

Percentage Distribution of Graduates
June 1971, 1975, 1976, 1977



*The 1971 data include one Secondary Education Program, one Home Economics Program and one General Science Program comprising 8% of the total graduates. Subsequent data on Education majors excludes these three programs because of changes in the programs and in Board of Trustees' policy.

The past year saw the extension of the System's commitment to meet the in-service training needs of teachers and other educational personnel in the public schools of the Commonwealth. In-service Coordinators representing nine State Colleges met throughout the year to develop a training network linking school systems, collaboratives, Regional Offices of the Department of Education and institutions of higher education. Working closely with the federally-funded Cooperative for In-service Education, the Coordinators made significant progress toward the development of a comprehensive inventory of State College in-service training resources.

A similar inter-agency training network for the human services was the subject of a joint planning effort involving the

State Colleges, the Department of Education, the Cooperative for In-service Education and the State's Human Service agencies. This network will facilitate the matching of College resources with the training needs of clinical and administrative personnel in Human Service agencies and will provide technical assistance to the Area Service Planning Teams newly established throughout the State.

Cooperative Education Programs

This year the Massachusetts State Colleges have responded to the needs expressed through the Civil Service Commission for public higher education in Massachusetts to work more closely with some 50 federal agencies. Partnerships of two or three State Colleges with each of these 50 federal agencies

have been proposed and accepted. Agreements are to be developed during the 1977-78 Academic Year.

Under the Federal Cooperative Education Program students will have the opportunity to work as interns in federal agencies for 26 weeks with pay and with academic credit. A close relationship between a student's work experience and his or her major study components is being designed.

Campuses are currently working out through faculty and departments means of integrating these valuable curriculum-related experiences into the programs of undergraduates.

After two years of planning, North Adams State College has developed a cooperative education program in Business Administration which is beginning with twenty-five students and will expand to one hundred. The students will be able to earn as many as 24 credits (12 in their major and 12 in elective areas) while working full-time for compensation in private businesses and government agencies.

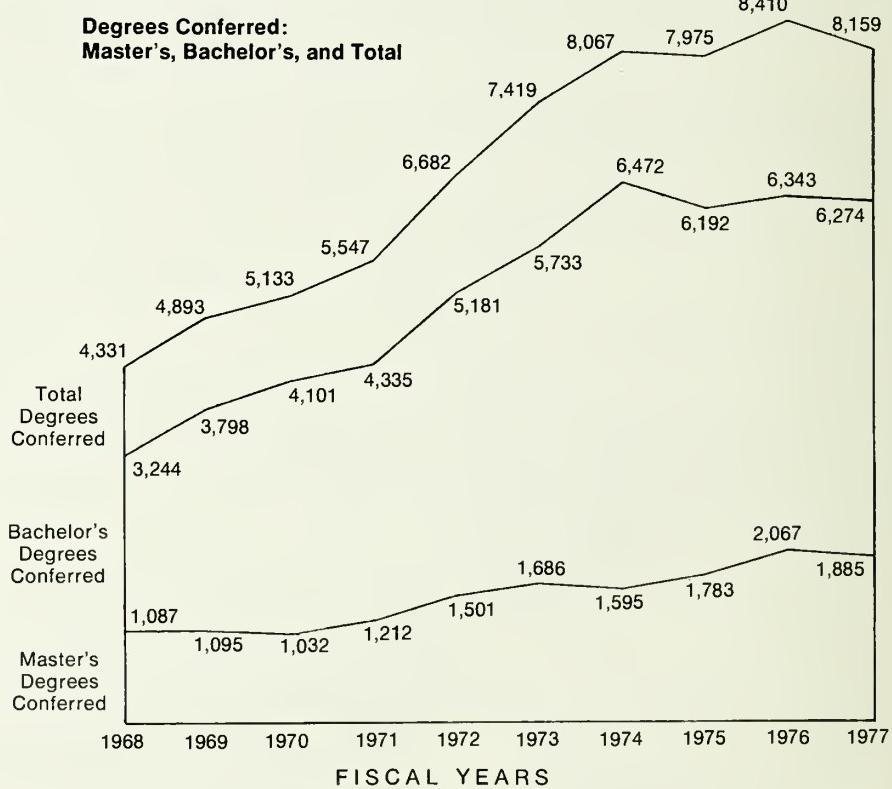
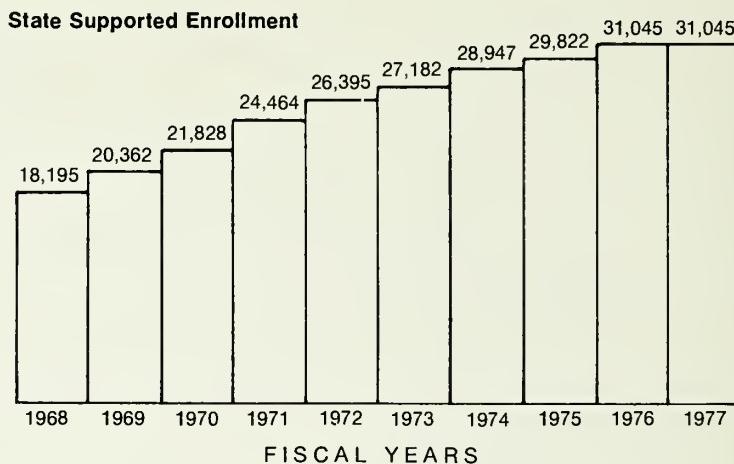
Under the supervision of the director of the program, faculty draw up exact learning contracts with students which assure that curriculum requirements are met in specific areas such as accounting, marketing and management. On-site visitation and evaluation are part of the program. North Adams State College has received a \$50,000 federal grant for the first year of the program with the prospect of further grants in diminishing amounts for the next four years.

Expanded Transfer and Career Opportunities

In addition to the new programs approved this past year by the Board of Higher Education, several of the Colleges have been able to develop special concentrations within existing offerings which expand transfer and career opportunities.

Typical of these are the Computer Science concentration within the Computational Mathematics program at Westfield State College and the Nuclear Medical Technology concentration for majors in Biology, Chemistry and Physics at Worcester State College.

Worcester and Fitchburg State Colleges,



which have Nursing programs, have entered into cooperative arrangements with Westfield and North Adams State Colleges, to provide Registered Nurses in the Western region of the State with an opportunity to earn Bachelor's degrees in Nursing. A cooperative arrangement between Worcester State and Westfield State Colleges, building upon the latter's degree in Criminal Justice, has also been formed.

The System's CAPS (College Academic Program Sharing) plan continued to provide greater diversity, while avoiding unnecessary duplication, for students on the ten campuses. In both semesters students switched from one campus to another to augment the academic programs offered on their home campuses. This more efficient use of resources is also improving the quality of students' academic programs.

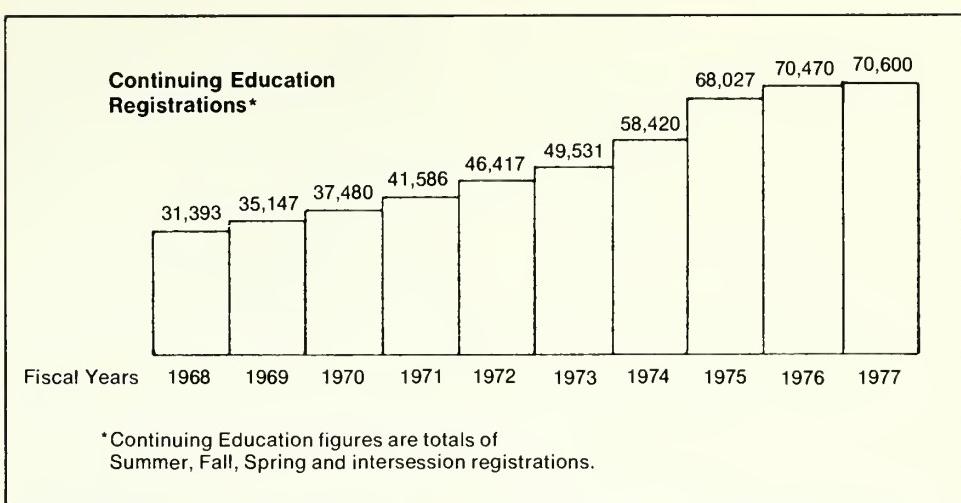
Continuing Education

The Program of Continuing Education in the Massachusetts State College System provides an opportunity for citizens of the Commonwealth to earn either undergraduate credit toward a bachelor's degree or graduate credit toward a master's degree or Certificate of Advanced Graduate Study. Courses are given in the late afternoons, evenings, Saturdays and during the summer at the various State Colleges in the System. Operating without State appropriations, the program is entirely self-supporting through tuition and fees received from its students. The majority of courses in the Program are regular academic courses leading to a degree. Community Service non-credit courses and workshops are also offered on some campuses.

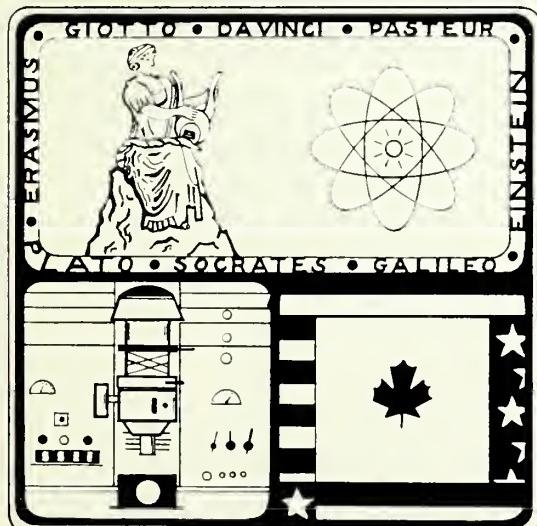
Current tuition charged to Massachusetts residents is \$25/credit hour; to non-residents of Massachusetts, \$32/credit hour, and to auditors (non-credit), \$18/credit hour.

Net income for Fiscal Year 1977 from tuition and fees was \$7,288,637. The total number of registrations for four semesters was 70,600, slightly higher than the previous year. Total courses offered were 4,924, or 7% more than the previous year. The total number of free tuition students, including veterans, cooperating teachers and State College classified employees was 7,950, or 4% less than the previous year.

In Fiscal Year 1977, there were 2,227 degrees awarded to students enrolled in the Continuing Education Program of the System. This constituted a 19% de-



cline from the previous year. There were 1,759 master's degrees awarded, a decrease of 26% and 468 bachelor's degrees awarded, an increase of 27%.



Bridgewater State College

State supported enrollment, full-time:	4,250
Continuing Education enrollment, part-time:	1,277 undergraduate 2,285 graduate
Full-time faculty:	209
Largest programs:	Special Education Physical Education
Degrees granted, 1977:	Bachelor's 887; Master's 366
Residence hall spaces:	1,168
Land area:	168 acres

The liberal arts and sciences and a number of educational programs are featured at Bridgewater State College. An electron microscope and a multi-disciplinary Canadian Studies program are noteworthy.

The Center for International Education

Now in its fifth year of operation the Center for International Education is an integral functioning unit in the Massachusetts State College System. In fulfilling its assigned mission, the Center continued its basic programs, but increased participation by students and faculty members from all the Colleges has resulted in a marked growth in the programs now available and the number of countries involved. During this past year, opportunities were available for research, study abroad, student teaching, academic exchanges and consultant assignments in twenty-two countries.

There follows a brief summary of the newer activities initiated by the Center and a review of the continuing basic programs.

Study Abroad

In direct response to requests from Foreign Language Department Chairpersons and students, the Center has developed opportunities for our students to spend time at a foreign university learning the language, studying the culture and living the way of life. On-going programs are operative at the University of Caen and the University of Le Mans in France, the University of Perugia in Italy, Columbus International College in Seville, Spain and Roehampton College of the University of London.

Exchanges

A new and exciting development was the student and faculty exchange between Maria Curie Sklodowska College of the University of Lublin in Poland, the Massachusetts State College System and Lock Haven State College in Pennsylvania, under the sponsorship of the Department of Health, Education and Welfare. The Center arranged visitation opportunities for educational research and State College experience for three Polish faculty members for the Fall 1977 semester while three State College students lived and studied at the University of Lublin.

The Center hosted eighty-seven students from Japan and a Brazilian culture team composed of faculty from the American-sponsored School in Brasilia, its nation's capital.

Consultants

With increasing regularity the Center receives requests to provide educational consultations to American-sponsored schools overseas. Faculty specialists from the State Colleges and leading public schools have had short-term assignments in Mexico, Brazil, Spain, Italy, Greece and England providing expertise in the areas of reading, science, mathematics, physical education, library services, guidance and administration. This appears to be a valued in-service leadership role which will continue and grow.

Fulbright-Hays Teacher Exchange

The Center for International Education continues serving as a screening center for the New England area. The final selection is made in Washington, D.C. and is based to a large extent on the recommendations from the Center's screening interviews.

Student Teaching Overseas

This continues to be a most popular program with student teachers spending a half semester or a full semester in a school overseas. Opportunities to student teach in Grades K-12 in all disciplines are available. The cooperating schools are in Central and South America, Europe, Africa and the Middle East. State College students have gained a reputation as well-prepared, competent people and are very much in demand.

Placement Service

More and more overseas schools utilize the Center's placement service to select faculty members and administrators. Many students who served as student teachers overseas return there as full-time faculty members. In addition, a sizable number of State College graduates have been selected for supervisory and administrative positions. This is a small and extremely competitive market but one which offers exciting opportunities.

In-Service Workers

To meet a growing demand, the Center has cooperated with a number of overseas schools in offering specialized academic programs abroad. Most have been conducted at the Massachusetts Maritime Academy, and in Taiwan and Hong Kong. Opportunities for overseas teachers to participate in these workshops evidently meet a very important academic need.

The Center continues to benefit from the efforts of the dedicated campus advisors serving as the Council for International Education Advisors. They give of their time, effort and knowledge in building open communication between the Center and their respective campuses.

In an effort to gain greater input and expertise, two new groups of advisors have been organized. The first is a group of public-spirited industrial and civic leaders who give most freely of their time and expertise in assisting in areas where they have specific knowledge gained through their business enterprises and professional experience.

Many foreign visitors are anxious to learn about, observe and participate in the educational process when they visit our country. To assist in meeting the requests for this kind of experience, we have met with a number of administrators from the leading public schools in this State. They have assisted us in making resources and outstanding teachers and administrators available to overseas visitors.

This has been an exciting and challenging year at the Center for International Education — one in which new programs and opportunities have been developed for the students and faculty of the State College System to visit and study overseas and for foreign students and faculty to spend time at our State Colleges and to learn firsthand about our culture, our people, our priorities and our country. Hopefully, a greater mutual knowledge and appreciation of other cultures and countries will result.

The Commonwealth Career Center

In February, 1977 the Commonwealth Career Center of the Massachusetts State College System was established in Dover. Its first undertaking was a co-venture with Digital Equipment Corporation. This cooperative relationship between public higher education and the private industrial sector has been directed toward meeting two critical needs in Massachusetts. One is the need for a technologically trained, skilled labor force and for educational services essential to the qualitative growth of high technology industry in the Commonwealth. The other is the need for increased career opportunities for State College students.

The Commonwealth Career Center functions as an interface between the State College System and high technology industry. In a fundamental sense, the Center is a clearinghouse through which the State College System can direct its resources toward meeting the substantial educational needs of the industrial sector, while at the same time enriching the curricula of the State Colleges. Initially, one company was involved, but the Center is now experiencing steady growth that includes the participation of several companies as well as additional educational and governmental agencies.

The essential activities of the Center are academic research, staff development, and training relevant to educational services in response to current needs of the community at large. The Center is engaged in co-venture relationships with

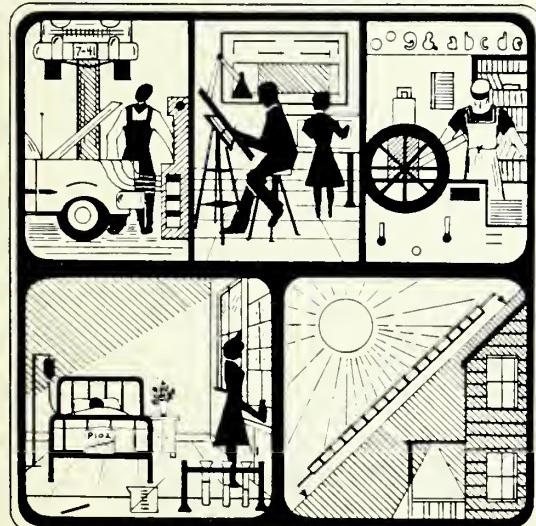
business and industry for the delivery of services, drawing mainly upon the expertise of both faculty and students from all ten State Colleges, assisted by the expertise of corporate personnel.

Two complementary developments — *the implementation of new career related programs and the renewed commitment to public service* — support the relationship between the Commonwealth Career Center and the mission of the State College System. This Systemwide relationship is succinctly stated as follows:

- In order to provide students with viable career opportunities, particularly in high technology industries, the State Colleges must insure that curricula are constantly updated and revised to keep pace with the latest developments in this field.
- Students must have opportunities to engage in internships and other practicum experiences so that they may both demonstrate their capabilities to potential employers and assess their real interest in various career possibilities.
- Faculty members must have ready access to state-of-the-art information as well as regular, productive contact with industry representatives.
- Through a program of faculty renewal and staff development, opportunities must be provided for faculty in declining disciplines to be retrained for viable work in other instruction related roles.

Massachusetts has been an acknowledged forerunner in the development of knowledge-based and science-based industries as evidenced by the number of its major firms engaged in high technology enterprises. Increasingly, new jobs in Massachusetts call for knowledge-based workers who apply ideas, concepts and information to productive work. Theory is the foundation for whatever skill is applied. In the Massachusetts State College System, the growing emphasis on applied knowledge and careers in professional services, along with the burgeoning involvement of students in public service, is significantly relevant to this trend. In this day and age, the application of theoretical knowledge, rather than manual skill, is essential to productivity in high technology in the Commonwealth.

The State College System is able to provide its constituents with these opportunities. Linkages, programs, and corporate/collegiate co-ventures are being developed at the Commonwealth Career Center. Thus, many of the needs of business and industry for a technically skilled labor force and of the State College System for an increased "copeability" of its graduates in the market place are being addressed simultaneously. Such a complementary partnership can prove to be beneficial to both the Commonwealth and its citizens.



Fitchburg State College

State supported enrollment, full-time:	3,400
Continuing Education enrollment, part-time:	1,411 undergraduate 1,267 graduate
Full-time faculty:	181
Largest programs:	Special Education Nursing
Degrees granted, 1977:	Bachelor's 720; Master's 210
Residence hall spaces:	979
Land area:	92 acres

Fitchburg State College provides career programs in areas such as Business Administration, Communications/Media, Computer Science, Human Services, Industrial Arts, Industrial Science and Nursing as well as the liberal arts and sciences.

Computer Network

During the past year, the Computer Network has directed its activities toward two goals: first, to provide more computer resources to accommodate the increased demand for instructional and administrative use of the computer system; second, to further the development of systems for the State Colleges, with particular concentration on a financial management system.

The academic and administrative use of the Network has increased over the past three years. The number of users, particularly those requiring interactive computing services, has far exceeded the original projections established at the installation of the Central Computer. To accommodate this growth, a modification of the original plans for system upgrading was necessary. The Network took advantage of the local availability of a second CDC CYBER System to replace some equipment originally scheduled, thus doubling its current computing resources.

The two computers, in conjunction with modifications to the communication network, provide access to 128 interactive users, as well as 32 high-speed terminals. There are currently approximately 150 interactive terminals and 16 high-speed terminals capable of access to our system.

The second benefit of this system is the backup available in case of equipment malfunctions. The two computers are configured so as to allow one computer to pick up the workload of the other in the event of a failure. In this way the availability of computer resources should approach 100%.

The third benefit to be derived from the second computer is the minimization of security problems with sensitive systems, such as a financial system. This would be accomplished by isolation of a system on one computer while using the other to accommodate the users of the Network.

The programming staff of the Computer Network has completed several other projects in this past year. The most significant of these is the complete overhaul of the report system for admissions. This system was completely rewritten using a retrieval package developed at the Network. It will provide a system of obtaining reports that is easier for the operator and admissions director to use, more accurate as it includes interactive error checking, and more efficient in computer resources.

The State College Computer Network has continued to make its resources available to agencies of the Commonwealth and other academic institutions. The scholarship processing service for the Board of Higher Education continues. Processing for the Department of Education has increased to include many of their administrative applications, which are currently being converted to the Network System.

In addition to these two administrative users, several state agencies utilize the Computer Network for statistical analysis and mathematical modeling projects in a cost-effective manner. Among these users are the Department of Environmental Quality Engineering, the Division of Water Pollution Control, the Department of Public Welfare, the Corrections and Probation Departments, and the Division of Marine Fisheries.



Framingham State College

State supported enrollment full-time:	3,125
Continuing Education:	1,077 undergraduate 816 graduate
Full-time faculty:	148
Largest programs:	Home Economics Elementary Education
Degrees granted, 1977:	Bachelor's 684; Master's 123
Residence hall spaces:	1,391
Land area:	58 Acres

Computer Science, Food Science, Home Economics and the liberal arts and sciences are provided by Framingham State College. The only planetarium in the System is located at the College.

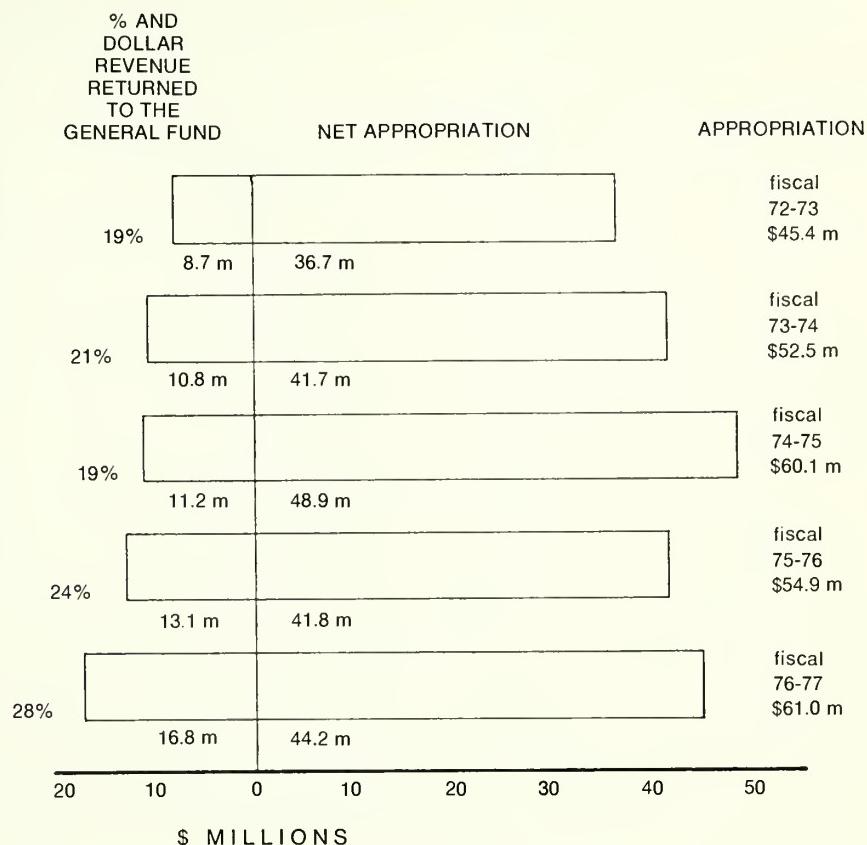
Fiscal Affairs

The Fiscal Year 1977 budget appropriation for the Massachusetts State College System was \$61,008,204, 11% higher than the Fiscal Year 1976 appropriation of \$54,898,204. The funds provided support for faculty, academic programs, and related activities for 31,045 full-time equivalent students. Though the increase between the two years is significant, it is important also to note that over the past five years inflation has increased 44.9% while the State College budgets have increased only 33.1%, trailing the rise of inflation by 11.8%.

The per student appropriation for Fiscal Year 1975 was \$2,017, while for Fiscal Year 1976 it amounted to \$1,768, representing a 12.3% reduction. Fiscal Year 1977 saw the appropriation grow to \$1,965 per student, a significant increase which recovered about half of the previous year's decrease. Page 13 presents the distribution of the Fiscal Year 1977 appropriation.

The organization of the financial structure of the Commonwealth of Massachusetts is such that income from tuition and certain fees is returned directly to the General Fund of the Commonwealth and is not available for expenditure for educational purposes. This income amounted to \$13,125,855 in Fiscal Year 1976 and \$16,816,067 in Fiscal Year 1977 — increases of 17.1% and 28.1% respectively. These increases were in large part the result of an increase in tuition from \$300 to \$500 beginning in January of 1976.

Appropriation Conspectus



N.B. Effective January 1976, State College tuition increased to \$500 per year for in-state residents and \$1,200 per year for out-of-state residents.



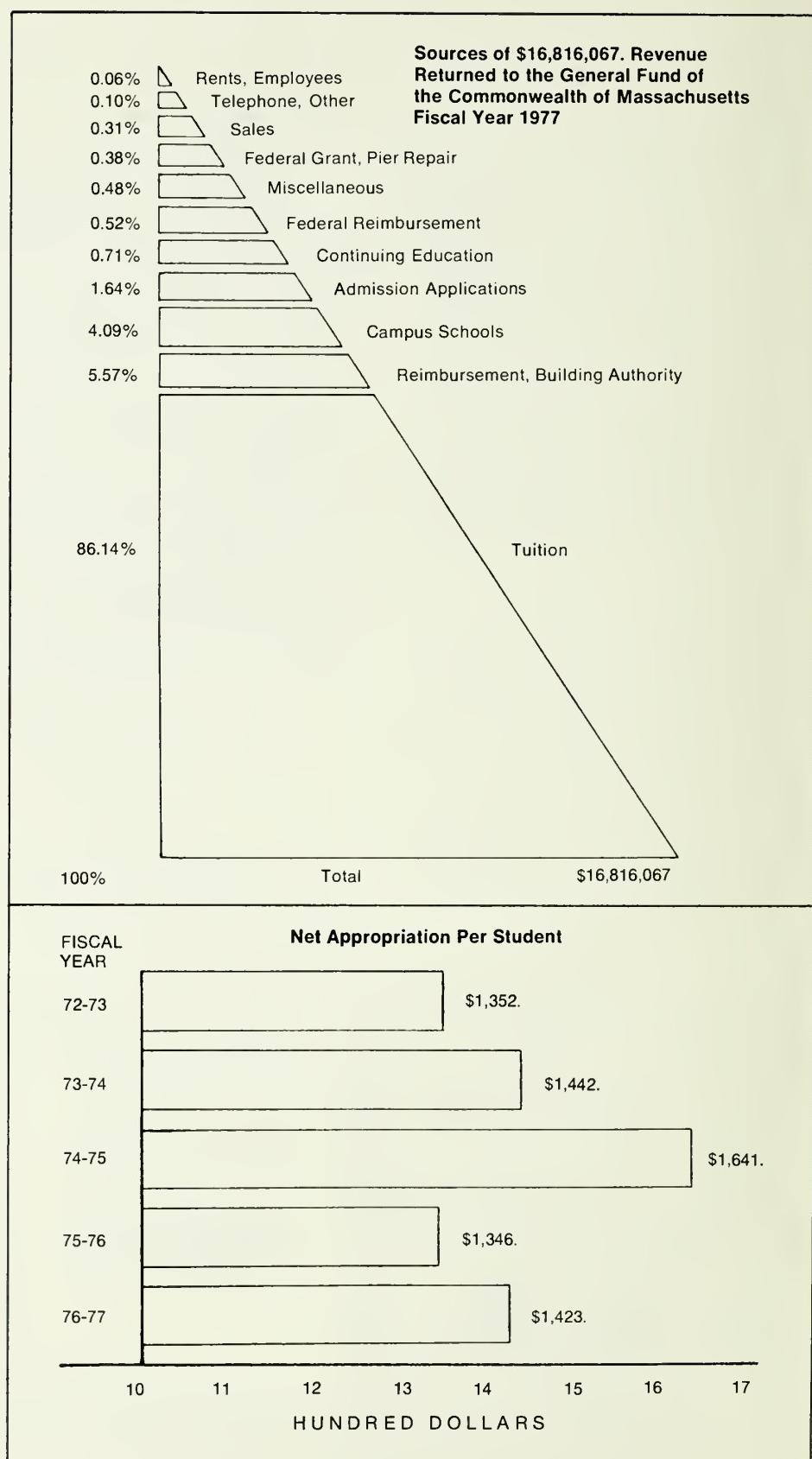
North Adams State College

State supported enrollment full-time:	2,100
Continuing Education:	218 undergraduate 308 graduate
Full-time faculty:	92
Largest programs:	Business Administration Elementary Education
Degrees granted, 1977:	Bachelor's 356; Master's 68
Residence hall spaces:	918
Land area:	118 Acres

North Adams State College has a strong Business Administration program, a unique Center for Resourceful Living and a close relationship with the Hoosuk Community Resources Corporation in addition to programs in the liberal arts and sciences.

A consequence of the reimbursement to the General Fund of these increased revenues was the reduction of the net appropriation per student, that is, the actual cost of educating each student in the Massachusetts State College System.

As can be seen on this page the actual cost to the Commonwealth was reduced to \$1,346 per State College student in Fiscal Year 1976, 18% less than the previous year's actual cost of \$1,641. In Fiscal 1977 the actual cost to the Commonwealth equaled \$1,423 per student, a slight increase of 5.7%, yet 13.3% less than the cost in Fiscal 1975. The approximate cost to each citizen of Massachusetts, therefore, amounted to \$8.47 in Fiscal Year 1975, \$7.21 in Fiscal Year 1976, and \$7.62 in Fiscal Year 1977.



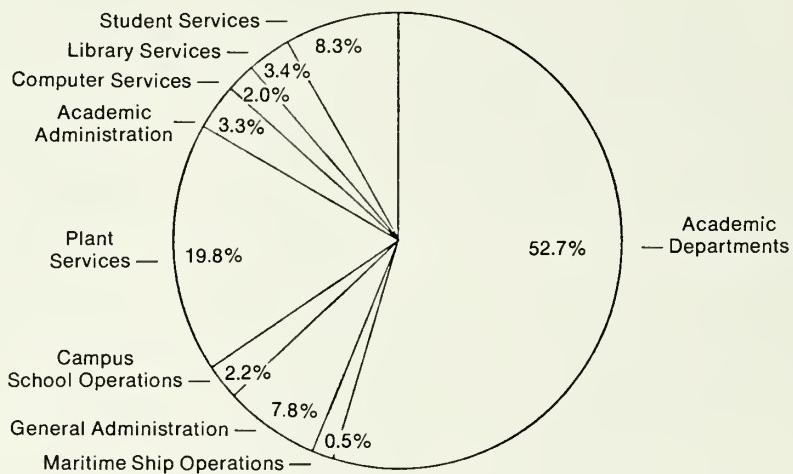
Fiscal Year 1976 Appropriation Summary

	Operations	Student Aid Funds	TOTAL
Central Office	\$ 768,150	\$ —	\$ 768,150
Library Materials	—	—	—
Funds for Disadvantaged Students	—	550,000	550,000
(Alternatives for Individual Development)			
Data Processing System	1,159,043	—	1,159,043
Boston State College	8,648,510	197,806	8,846,316
Bridgewater State College	6,939,800	55,832	6,995,632
Fitchburg State College	5,906,864	46,471	5,953,317
Framingham State College	4,534,755	35,519	4,570,274
North Adams State College	3,219,469	68,277	3,287,746
Salem State College	7,765,936	98,410	7,864,346
Westfield State College	4,499,331	56,697	4,556,028
Worcester State College	5,304,300	59,549	5,363,849
Massachusetts College of Art	2,200,000	15,782	2,215,782
Massachusetts Maritime Academy	2,409,513	18,208	2,427,721
Additional Special Appropriation	340,000	—	340,000
TOTAL	\$53,695,653	\$1,202,551	\$54,898,204

Fiscal Year 1977 Appropriation Summary

	Operations	Student Aid Funds	TOTAL
Central Office	\$ 834,153	\$ —	\$ 834,153
Library Materials	125,000	—	125,000
Funds for Disadvantaged Students	—	550,000	550,000
(Alternatives for Individual Development)			
Data Processing System	1,322,995	—	1,322,995
Boston State College	9,503,683	194,029	9,697,712
Bridgewater State College	7,617,650	134,306	7,751,956
Fitchburg State College	6,971,000	50,023	7,021,023
Framingham State College	5,036,273	59,528	5,095,801
North Adams State College	3,637,626	104,601	3,742,227
Salem State College	8,626,349	132,639	8,758,988
Westfield State College	4,922,161	85,367	5,007,528
Worcester State College	5,747,574	70,611	5,818,185
Massachusetts College of Art	2,396,571	25,694	2,422,265
Massachusetts Maritime Academy	2,675,289	24,472	2,699,761
Additional Special Appropriation	160,610	—	160,610
TOTAL	\$59,576,934	\$1,431,270	\$61,008,204

**Analysis of \$61.0 Million Appropriation
Fiscal Year 1977**



Academic Departments	\$32,151,324. ——	52.7%
Plant Services	\$12,079,624. ——	19.8%
Student Services	\$ 5,063,681. ——	8.3%
General Administration	\$ 4,758,640. ——	7.8%
Library Services	\$ 2,074,279. ——	3.4%
Academic Administration	\$ 2,013,271. ——	3.3%
Campus School Operations	\$ 1,342,180. ——	2.2%
Computer Services	\$ 1,220,164. ——	2.0%
Maritime Ship Operations	\$ 305,041. ——	0.5%
Total	\$61,008,204. ——	100.0%



Salem State College

State supported enrollment full-time:	4,650
Continuing Education:	1,929 undergraduate 1,180 graduate
Full-time faculty:	265
Largest programs:	Business Administration Elementary Education
Degrees granted, 1977:	Bachelor's 986; Master's 257
Residence hall spaces:	598
Land area:	62 Acres

Business Administration, Nursing and Social Service are key career programs at Salem State College which also offers a variety of programs in the liberal arts and sciences. The new Richard B. O'Keefe Sports Center Complex is a significant addition to the College.

Facilities

The year began with 58 active projects carried over from the previous year. The projects varied from studies with funds provided by the Bureau of Building Construction to several planning and construction projects provided for by previous Capital Outlay appropriations. There was very little activity in land acquisition. The Committee on Facilities saw the completion of 16 projects during the year and the start of 18 new projects.

Capital Outlay appropriations were modest this year with a total of \$1,562,000 appropriated for planning and construction plus an additional \$425,000 in special budget appropriations, totaling \$1,987,000 for new work. All funds were specifically earmarked for repairs except for \$255,000 appropriated for planning a new campus for the Massachusetts College of Art.

The Committee requested five major dormitory renovation projects and three new dormitory projects.

Regarding specific significant events during the year, the following is a brief overview:

Boston State College—The new 14-floor Tower Building was occupied, and classes began there in Spring, 1977.

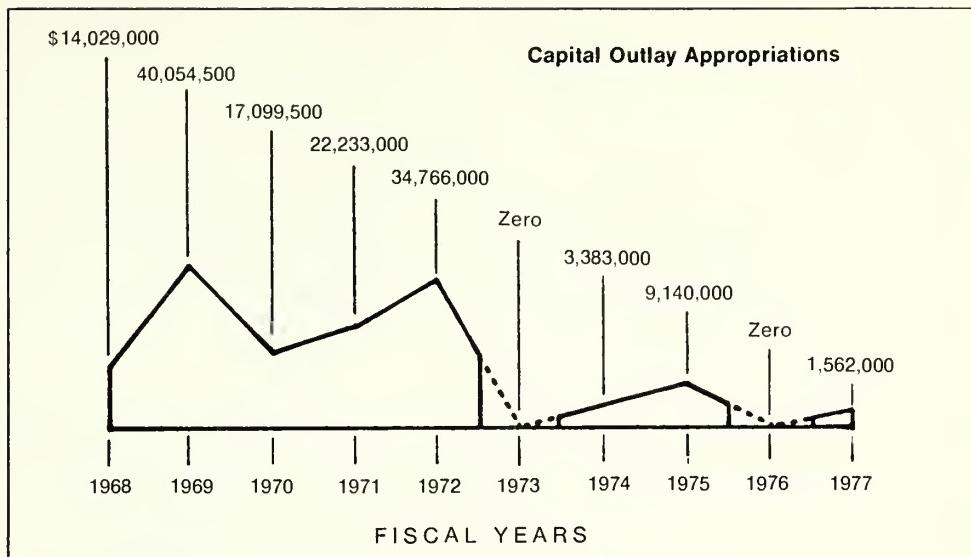
Bridgewater State College—Construction for the new Laboratory School-Classroom Building was started, along with a new dormitory project.

Fitchburg State College—The new boiler plant was completed as were the new outdoor physical education fields. In addition, construction was started on a new dormitory complex.

Framingham State College—Final plans for an addition to the boiler plant were completed and construction was begun in Fall, 1977.

North Adams State College—The new outdoor physical education fields were completed and construction was started on the Phase II dormitory complex.

Salem State College—The Physical Education Complex was completed and occupied this past year; however, additional construction continues in order to finish the project. Of special note is a project planned and started this year to remove all sprayed asbestos ceilings in the Administration-Auditorium Building. This is



the first such project undertaken by the State. Very close coordination was required with the Department of Public Health and special medical consultants. The project is progressing well and will serve as a model for other agencies. There are no other asbestos ceilings or asbestos fireproofing systems at other State Colleges.

Westfield State College—The new dormitory apartments were occupied last year and major renovation work was completed on the original dormitory. Studies are also in progress for the expansion of the dining hall and renovations for art facilities and expanded physical education facilities.

Worcester State College—The new Student Center is nearing completion and should be ready for occupancy in Spring, 1978. The outdoor physical education fields are virtually complete except for additional work required by the Contractors Bonding Company. Plans for a new classroom building have been halted by the Office of Administration and Finance. This project was to provide additional classrooms, art facilities and a small lecture hall/auditorium totaling 65,000 square feet at a cost of five million dollars.

Massachusetts College of Art—For the past 20 years, the College of Art has been searching for a new campus. This past year an opportunity to acquire existing facilities at the former Boston

Naval Shipyard materialized. Planning funds were provided to study the feasibility of such a proposal. The project planners have completed their first draft on the feasibility study and are presently progressing with a Master Plan and Study on community relations.

Massachusetts Maritime Academy—Final plans were completed for a new classroom building, which represents the last element of the Master Plan for the Academy. Construction funds (\$4.5 million) were approved in the current Capital Outlay Program.

Energy conservation continued to be a primary concern in the State College System. At the direction of the Chancellor, the staff surveyed the energy conservation program. Since 1973, the System has achieved an overall 26% reduction in energy consumption. During the Fiscal Years 1974 through 1977, the unit cost of utilities per square foot of building space averaged 57¢. Remarkably, through these years the unit cost varied from a low of 53¢ to a high of 63¢, an increase of only 19%. Meanwhile, electric power rates increased 100% and the cost of #6 heavy oil increased 200%.

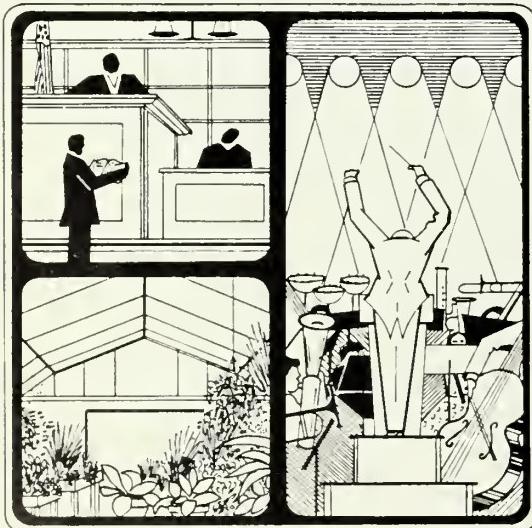
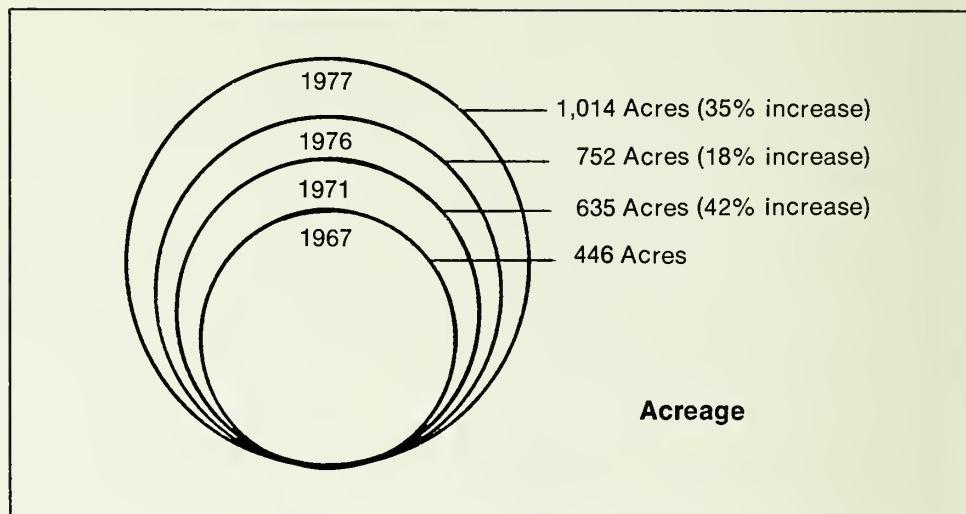
In comparing the State College System unit cost of energy with other colleges and universities in similar general locations, the State Colleges consistently have demonstrated lower unit costs. The Colleges are continuing to monitor energy costs to achieve improvements. In

particular, some of the new buildings require extensive study and training of personnel in order to bring sophisticated energy systems into effective, efficient operation.

For the immediate future, the Committee on Facilities of the Massachusetts State College Board of Trustees must develop a comprehensive plan to adapt facilities for access by the handicapped. The plan must be in compliance with Section 504 of the U. S. Rehabilitation Act of 1973 and all construction must be completed within a three-year period.

The Committee on Facilities also intends to finalize and implement a Facilities Management Program composed of three phases:

- I. *Planning and Development Program:* Inventory all facilities and programs and develop a five-year construction program in accordance with an overall Master Plan.
- II. *Development of Operational Services:* Develop a Systemwide program of standards and procedures.
- III. *Training Programs:* Develop training programs for individuals and groups.



Westfield State College

State supported enrollment, full-time:	2,700
Continuing Education enrollment, part-time:	627 undergraduate 1,137 graduate
Full-time faculty:	152
Largest programs:	Special Education Criminal Justice
Degrees granted, 1977:	Bachelor's 624; Master's 146
Residence hall spaces:	1,479
Land area:	226 acres

Criminal Justice and Music are unique majors at Westfield State College which also offers programs in Education and the liberal arts and sciences. The College's greenhouse is noteworthy.

Massachusetts State College Building Authority

The Massachusetts State College Building Authority is an agency organized under the provisions of Chapter 703, Acts of 1963 for the purpose of assisting the Massachusetts State College System. At the request of the State College Board of Trustees, the Authority may undertake projects which are self-liquidating and which are designed primarily to provide facilities for the housing, feeding, medical care or extra-curricular use of students, staff and dependents of the Massachusetts State College System.

The Authority has issued notes and bonds up to its authorized \$55,000,000. The Authority continues to fulfill its purpose, that of supporting the educational objectives of the Massachusetts State College System through the provision of residence and related facilities. The following are the significant achievements of the Authority during the past year.

The Twenty-first Project was amended at the request of the Massachusetts State College Board of Trustees in November, 1976. The amended Project has been expanded to include the construction of new residence facilities for 1500 students and the renovation of former Commonwealth Residence Halls at Bridgewater, Fitchburg, Framingham, North Adams and Westfield State Colleges and the Massachusetts Maritime Academy. The financed cost of the amended Twenty-first Project is \$20,050,000.

In December, 1976, the Authority issued Notes in the amount of \$19,250,000 for a 24-month term at a coupon rate of 4.5%. The purpose of this Note issue was to refund prior Note issues in the amount of \$9,500,000 which matured in February, 1977, and also, to finance new construction and renovations as requested by the Trustees in the amended Twenty-first Project. A \$20,050,000 Bond Issue for the amended Twenty-first Project was authorized in April, 1977 at a net interest of 6.24% for a 26-year term.

Construction on three new college housing projects was completed for occupancy in September, 1976. They provide residence accommodations for 730 students and include:

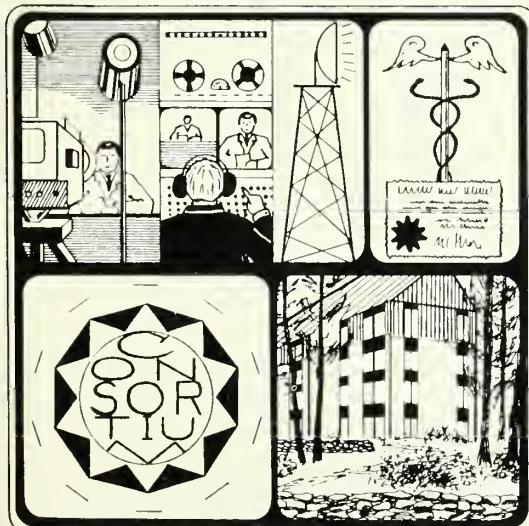
A 36-unit apartment complex for 200 students at North Adams State College.

A 48-unit apartment complex for 218 students at Westfield State College.

Two additional dormitory buildings for 312 cadets at the Maritime Academy.

During 1976 the Trustees and the Authority determined that Taconic Hall at North Adams State College should be demolished because of the extent of required improvements. It was also determined that Tillinghast Hall at Bridgewater State College should not be used for residence hall purposes. Accordingly, the health facility has been relocated from Pope Hall to Tillinghast Hall and the building has been leased back to the Commonwealth. Renovations to Pope, Scott and Tillinghast Halls were undertaken during the summer of 1976 at a cost of \$165,000. In Scanlon Hall at Westfield State College replacement furnishings were purchased at a cost of \$45,000. These improvements were financed from operating revenues.

The Authority initiated the planning and scheduling of new housing projects at Bridgewater, Fitchburg and North Adams where the new projects will be located. In this regard a Special Legislative Committee was established in July 1976 to investigate and study the overall policies and procedures of the Authority with respect to its land acquisition activities. The Committee issued its report to the General Court recently, and found the policies and procedures of the Authority to be operating properly.



Worcester State College

State supported enrollment, full-time:	3,100
Continuing Education enrollment, part-time:	941 undergraduate 1,290 graduate
Full-time faculty:	186
Largest programs:	Elementary Education Psychology
Degrees granted, 1977:	Bachelor's 660; Master's 174
Residence hall spaces:	485
Land area:	58 acres

Worcester State College offers career programs in Communications Disorders, Health Education, Management, Media, Nursing and Urban Studies as well as a variety of programs in the liberal arts and sciences. The College participates in the Worcester Consortium and provides apartment housing in Chandler Village.

The Trustees and the Authority adopted a Systemwide occupancy agreement and a uniform set of procedures providing for the budgeting, application and accounting of money held in the Residence Hall Trust Fund at each of the State Colleges.

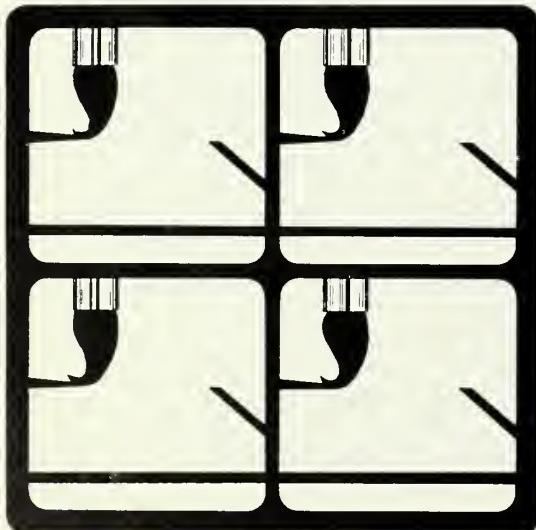
Residence Hall Occupancy

For the 1976-77 academic year occupancy in all residence halls was reported at 98.0%. There were 7721 occupants in 7874 spaces. The following schedule sets forth reported occupancy by college for the past year:

State College	1976-77 Academic Year Occupancy	Rate %
Bridgewater	1153	98.8
Fitchburg	968	98.8
Framingham	1357	97.6
North Adams	889	96.8
Salem	605	101.2
Westfield	1458	98.6
Worcester	467	96.2
Mass. Maritime Acad.	824	96.2
Total	7721	98.0

It is significant to note that residence hall revenues are reimbursing the Commonwealth for the cost of utilities and other services at the rate of \$130 per student, a reimbursement to the Commonwealth in 1976 of \$936,000.

More of the Authority's efforts and resources are being directed to the long-term maintenance of the residence halls. Long-term maintenance is a continuous process, one that must be conducted in a systematic and comprehensive manner. Administrative policies and procedures continue to be examined to provide for an efficient delivery system of operational services. Such efforts are essential for the 7874 residence accommodations on the eight campuses to continue to be attractive to students during the years ahead.



Massachusetts College of Art

State supported enrollment, full-time:	1,120
Continuing Education enrollment, part-time:	408 undergraduate 381 graduate
Full-time faculty:	41
Largest programs:	Fine Arts Design
Degrees granted, 1977:	Bachelor's 180; Master's 26
Residence hall spaces:	No dormitories
Land area:	2 acres

The Massachusetts College of Art is the only publicly sponsored professional college of the arts. The College offers programs in Art Education, Art History, Design and Fine Arts.

The System's students: backgrounds, enrollments, careers

Students served by Massachusetts State College System Fall, 1976

State Colleges	State Supported Enrollment	Continuing Education		Total Students Served
		Undergraduate	Graduate	
Boston	5,800	2,465	3,329	11,594
Bridgewater	4,250	1,277	2,285	7,812
Fitchburg	3,400	1,411	1,267	6,078
Framingham	3,125	1,077	816	5,018
North Adams	2,100	218	308	2,626
Salem	4,650	1,929	1,180	7,759
Westfield	2,700	627	1,137	4,464
Worcester	3,100	941	1,290	5,331
Massachusetts College of Art.....	1,120	408	381	1,909
Massachusetts Maritime Academy	800	209	308	1,317
TOTALS	31,045	10,562	12,301	53,908

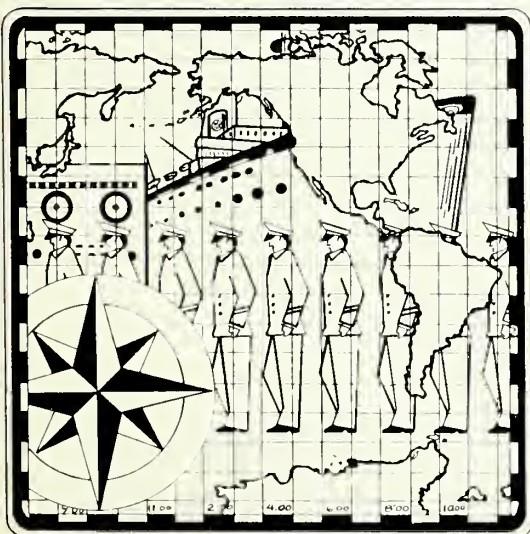
	Applicants	Enrollees
Freshman	19,446	13,278
Transfer	8,031	5,011
Totals	27,477	18,289
	Mean Family Income	Percent Below \$12,000
System Average		
Enrolling Freshmen	\$15,600	35%
4-Year Public Average —		
Prospective Freshmen	\$19,400	27%

Placement of June 1976 Graduates

35%	Professional Services
27%	Educational Services
9%	Other Occupations
7%	Full-Time Graduate Study
78%	Total Full-Time Work or Study
14%	Part-Time Work and/or P-T. Study
92%	Employed/Study
8%	Reporting unemployment at time of survey
100%	Number accounted for equalled 3087 representing 53% of the graduating class.

Massachusetts Maritime Academy

State supported enrollment, full-time:	800
Continuing Education enrollment, part-time:	209 undergraduate 308 graduate
Full-time faculty:	56
Largest programs:	Marine Engineering Marine Transportation
Degrees granted, 1977:	Bachelor's 171
Residence hall spaces:	856
Land area:	54 acres



The Massachusetts Maritime Academy is the only nautical college in the Commonwealth. The Academy offers leadership training and programs in Marine Engineering and Marine Transportation.

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